

**FALKIRK COUNCIL'S TECHNOLOGY
STRATEGY**

INCORPORATING

STRATEGIC POSITION

TACTICAL RESPONSE

CURRENT ICT POLICIES

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A. STRATEGIC POSITION

1. STRATEGIC CONTEXT

Strategy Scope and Objectives

- 1.1 This information, communication and technology strategy for Falkirk Council identifies the business drivers, the current delivery and the core strategy for meeting the Council's needs over the next three to five years (2013-18). It consists of three sections, of which this is the top, strategic level. The other sections cover the planned tactical response and the current policies that underpin all that we do.
- 1.2 The Technology Strategy has been developed by the Policy, Technology and Improvement Division of Corporate and Neighbourhood Services, in consultation with all Services, and assisted by the Society of IT Management (SOCITM), which is the membership association for all ICT professionals working in Local Authorities. The Strategy is ambitious and sets the parameters and expectations on technology as an enabler of service delivery
- 1.3 Technology must help meet the demanding needs of delivering a diverse range of services to our citizens, staff and visitors to Falkirk. We must take forward the priorities, outcomes and objectives of the 'One Council' approach to service delivery as set out in the Council's Corporate Plan, National ICT Strategies. Equally we know it is imperative to supporting the Council through the financial challenges of the coming years.
- 1.4 This Strategy helps us to:
 - **Transform the organisation** - by showing how investments in applications and technologies can be used to their full extent to support new and better ways of working and deliver economies and improvements
 - **Support the business** - by providing effective technology to enable changing working models which have a greater emphasis on cost reduction and value for money while also meeting the growing and evolving needs of the business
 - **Take a 'One Council' approach** – by providing a framework for effective governance of technology across the whole Council
 - **Enhance the technology infrastructure** – through constant review of the opportunities to improve the technology service by using new and emerging technologies to deliver Best Value and better performance
- 1.5 Once adopted, this Strategy will apply to all services across the Council, providing:
 - A clear and shared approach to delivering ICT consistently throughout the authority
 - A framework for achieving the best from our investments in information and technology
 - Clear governance and commissioning processes to help manage our approach
 - A basis for making wise investment decisions
 - A clear focus on local and national aspirations

Implementing the Strategy

- 1.6 This Strategy will replace all previous ICT Strategies and will take immediate effect on approval from the Corporate Management Team and the wider Council through the Executive.
- 1.7 Although the Strategy looks forward as far as 2018, both the Strategy and the Action Plans associated with it will be reviewed and amended during its lifetime to take into account the rapidly changing face of technology and the business requirements of the Council.
- 1.8 It is anticipated that the Strategy will be reviewed annually and completely re-written after three years of operation. This reflects the dynamic nature of the technology we are working with and the external challenges that the Council and our communities face.

Responsibility for the Strategy

- 1.9 Responsibility for overseeing the delivery of this Strategy lies with the Head of Policy, Technology & Improvement.
- 1.10 Responsibility for the management of information currently lies with Services themselves, as does taking forward the intent and actions set out in the Strategy. A co-ordinated approach to information management across the Council is proposed in the Strategy.

Service input to the Strategy

- 1.11 Significant input to this Strategy came from workshops with senior managers of the Council, Service Heads and staff from within the services that considered the main priorities for change in the way technology is provided to the Council.
- 1.12 The workshops identified the need for a change in the culture and attitudes to technology and the way it is viewed, used and governed. As a Council we want our support services to be innovative in our support to the transformation of the Council, and the professional IT teams want to provide leadership in this and promote a 'One Council' approach to technology.
- 1.13 Relationships and trust must be developed, and we must show we can deliver both by modernising our approach to 'business as usual' and by offering innovative and proactive solutions that recognise political priorities and the wider picture across the Council and the public sector in Scotland.
- 1.14 Services will be involved in the governance processes set out in the Strategy, which will provide a continuing opportunity for them to influence the development of the Strategy and our Services.

2. NATIONAL POLICY CONTEXT

Public Service Policy Context

2.1 This Strategy responds to and takes forward some of the key aspects of the National and UK-wide context for the public service. By implementing this Strategy we will provide the infrastructure to enable the Council to take account of:

- Public sector reform
- The move towards integration of services within the Council and with partners
- The focus on early intervention and prevention
- The recognition that we must manage our information its use and disposal in a manner that recognises the rights of individuals and our responsibilities towards our citizens, customers and partners
- The Government's Digital by Default agenda
- The reduction in public spend
- National and UK-wide policy changes, such as welfare reform, the integration of health and social care and increasing need to deliver the curriculum on line.

ICT Policy Context

2.2 The National Strategy for ICT in the public service is 'Scotland's Digital Future: Delivery of Public Services', published in September 2012. The Strategy says:

- All public service organisations should take a 'Digital First' approach to service design
- All public service organisation should employ collaborative working to simplify and join up services within and across organisations
- Common standards should be adopted to support and facilitate interoperability
- Scotland must develop a motivated and skilled workforce that uses digital technologies
- Collaborative planning, procurement and use of ICT should be adopted across all public service organisations, looking at re-use as a first principle
- Scotland must develop and use a Public Service network supporting high-volume, high-speed communication

2.3 The ICT Strategy for Local Government in Scotland was also published for consultation in September 2012. This document, sub-titled 'Delivering Better Services for Communities' says:

- As many public services as possible must be made available digitally across all channels
- Councils must deliver best value - investing in ICT can help reduce the cost of other services
- ICT must be used to enable the reform agenda and the better outcomes that will result from it

3. OUR PRIORITIES

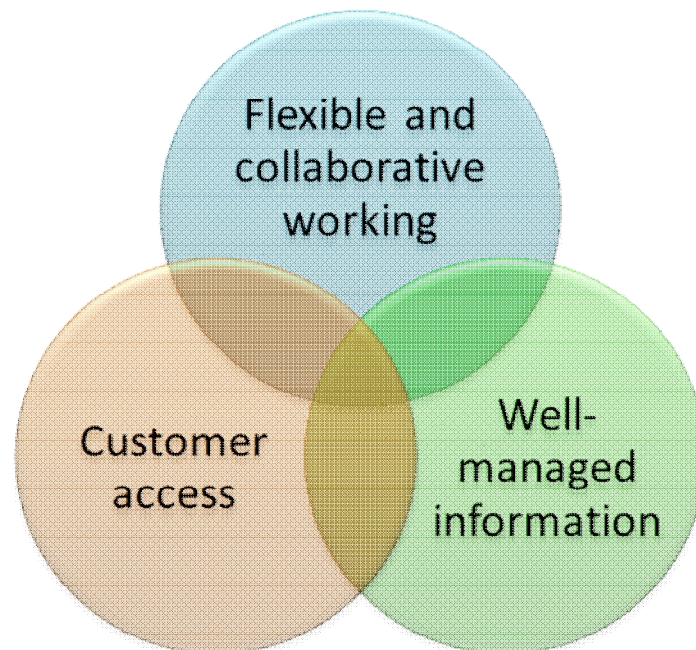
Local Context

3.1 Falkirk Council's Corporate Plan 2012-17, 'One Council, One Plan', sets out the following challenges:

- Working as 'One Council' to tackle the challenges
- Introducing more flexible, seamless, new ways of working
- Developing improved delivery models offering greater functionality and 'Digital First'
- Using a reduced number of duplicate applications that are used by the Council
- Deploying common applications and technology across the Council
- Providing one consistent, joined up and reliable source of information
- Forging better links with partners

3.2 To help deliver these challenges, this Strategy will make improvements across three cross-cutting and inter-linked areas:

- **Customer access** - including not just web, one stop shop etc. but clear principles for delivering services to customers from the front line right through to the back office
- **Flexible and collaborative working** - including mobile, remote and home working as well as principles of collaborative, co-operative, collegiate and corporate working
- **Well-managed information** - setting out clear principles for the management of information across the Council, its acquisition, use, storage and disposal



- 3.3 This strategy sets out how we will use technology and applications to help the Council deliver on these three cross cutting areas.
- 3.4 The Council will adopt an ‘invest to save’ approach to the planning of technology deployment into services, adopting common standards for hardware and applications to provide maximum value across the Council from any investment decisions.
- 3.5 This strategy underpins the Council’s Corporate Plan and promotes a clear customer focus, developed with a number of supporting strategies including workforce, finance, assets and information.

Customer access

- 3.6 All that we do and deliver must be informed by the needs of our customers. We must understand our customer’s needs, wants and aspirations, and reflect them in what we actually deliver.
- 3.7 We must engage with our customers in a way that reflects their needs and their use of our services: linking systems and joining up services and information. This is particularly important for services delivered to the most vulnerable people in our communities.
- 3.8 Our priority is to ensure that our services are designed to be ‘Digital First’, and enabled through technology to provide our customers with the best possible choice of how they can receive services from the Council. Through a process of service transformation we will change the way we deliver services to our customers. Customers will move seamlessly from their first point of contact to the ultimate delivery of service and on into future interactions.
- 3.9 We must provide access to services through a variety of channels including the web, mobile technology, face-to-face, and on the phone. We must allow customers to apply, pay, receive and comment on services in different ways that reflect their choices. We must review our service delivery processes and ensure that they are fit for purpose, streamlined, efficient and customer-focused. Security and data protection are critical considerations in this, and we will manage these risks appropriately and make sure people have confidence that we are using the information they share with us appropriately and with care.
- 3.10 We must have regard to security and risk in all that we do. We deliver services to the most vulnerable people in our communities and therefore must ensure the information we hold on people is used appropriately and with great care. We must also make sure that in our approach to opening up our services digitally we do not exclude people who do not or cannot use technology in a way we might want or expect.
- 3.11 To deliver on customer access we must:
- Provide an integrated view of the customer, whether that customer is a business, citizen, visitor, partner or other Service
 - Integrate our service provision so that our customers receive a consistent service from any point of contact
 - Streamline our customer journey from first point of contact to ultimate delivery of service to provide a positive customer experience
 - Seek to achieve transformational change wherever that is necessary
 - Develop agile and leaner processes that reduce administrative burdens on our staff and our customers

- Rationalise our processes, applications and data stores to avoid duplication
- Review our information security and management arrangements to ensure that they are proportionate to the service and information context

3.12 To achieve this we will:

- Implement an integrated customer management system that provides a single view of the customer
- Deliver a web presence for the Council that allows our customer to access services through a range of technologies and helps them to engage with the Council
- Develop a social media strategy that encourages engagement and interaction
- Understand the needs of our customers and respond in a planned way to these
- Seek to learn from all sectors on how to deliver on customer expectations
- Ensure any barriers to system integration are removed
- Apply 'lean' processes to significant areas of Service
- Ensure data sharing across the Council is managed and appropriate
- Implement a single electronic document and records management system

Flexible and Collaborative Working

3.13 Our workforce must be enabled to work from a variety of locations, in a variety of ways and at a variety of times. This flexibility will allow us to review and reduce our property portfolio, recognising that many of our current buildings are expensive to run and costly to maintain. In business continuity terms, we must also be able to deliver services in different ways and from different locations. Some services clearly are location dependant e.g. residential care, but others we should be able to deliver anywhere and anytime, using a more mobile and flexible workforce.

3.14 Our priority is to ensure that we provide a technology infrastructure that enables a more flexible and collaborative approach to service delivery which is not constrained by buildings, location or time. We will provide appropriate collaborative technologies that will allow colleagues to work remotely and remain connected to other colleagues, teams, partners and customers. This must not just focus on making access to services easier for the Council but primarily must be targeted at better and more response services for our customers.

3.15 If we do not plan for this mobile and flexible workforce and service delivery then we will be restricting the Council's ability to derive savings from freeing up assets. We will continue to be restricted in the delivery of services to core working hours and we will restrict our employees' ability to manage their own work. Ultimately we will be limiting our customers' access to services that they will expect to be accessible, responsive and available out with core office hours.

3.16 To deliver a mobile and flexible workforce we must:

- Ensure our infrastructure and security allows for and supports this flexible and mobile workforce

- Use technology to enable collaborative working, as well as joined-up, integrated services
- Develop a culture of collaboration and co-operation in terms of service delivery and single solution
- Employ common and single systems across the Council – do things once

3.17 To achieve this we must:

- Understand the technology that people need to do their jobs effectively and make sure they can access the appropriate information and systems
- Understand how business processes need to change to facilitate more mobile and flexible working
- Ensure we have available the systems and technology that support collaborative working
- Ensure our network is not location dependant or restrictive
- Ensure that the technology we provide is fit for purpose and standardised, reflecting the needs of a flexible and mobile workforce
- Develop clear guidance on what devices can access the Council's network and information

Well-managed Information

- 3.18 Information is one of the Council's biggest and most valuable assets. It must be managed in a way that supports integrated service delivery and customer expectations. We will ensure that we acquire, use, store and dispose of information to meet the correct standards and legislative imperatives. We will recognise and protect the rights of individuals within our processes and use information responsibly and with integrity.
- 3.19 We hold information in a variety of ways, for a variety of reasons and for a multitude of purposes. We must make sure we have clear standards for information management covering every database, data store and system. While security and data protection are critical, we will ensure that these concerns do not inhibit our innovation or collaboration unnecessarily.
- 3.20 To achieve a more customer focused and integrated service delivery we must manage and maintain our information in a robust, efficient and effective way and to a common standard. We must have accurate and timely data to ensure we take the best decisions based on real evidence and understanding.
- 3.21 Information management policies, procedures and protocols must cover all the information the Council holds irrespective of where that information is held. This includes information held in specific systems used by Services, those maintained by individual employees and those used across the whole Council.
- 3.22 Information management is a corporate responsibility that must be addressed and followed from the most senior levels of management to the front line worker. Legally, organisations and employees are accountable to capture, manage, store, share, preserve and deliver information appropriately and responsibly.
- 3.23 To ensure well-managed information we will:

- Develop a consolidated customer record based on integrated applications through a CRM
- Standardise our platforms and collect information where possible only once
- Adopt a single electronic document and records management system (EDRMS) in order to store and use information appropriately
- Maintain and utilise our Corporate Address Gazetteer and geographic information more effectively
- Use the Gazetteer's unique property referencing to support corporate databases
- Ensure we apply the necessary and appropriate information management and security protocols
- Work to ensure the Council applies appropriate data standards to all of our information
- Be clear about why we hold information, the purpose of holding it and that necessary retention policies are in place to ensure the destruction of that information when it is no longer appropriate to hold it

3.24 To achieve this we must:

- Establish and implement clear standards for information management across the Council, using the gazetteer to support this
- Further exploit our use of GIS
- Implement an approach to integration that makes sense for our customers and services
- Support the management and sharing of information through the delivery of an appropriate Electronic Document Records Management System (EDRMS) for the Council
- Support integration by taking away the barriers that impede this, including different versions of software
- Ensure we have the necessary advice and support to manage our information legally and to the appropriate standard.
- Implement across the Council a common reporting technology to underpin our performance management framework

4. OUR VISION FOR SERVICES

Our Service

- 4.1 Our vision is for a service that works to deliver a clear and valued strategy, fully supported across the Council, by Elected Members, CMT, senior managers and technology users. While this strategy covers all technology used and delivered by the Council, we understand that we must fully align the work of our dedicated network, technology, development and support units to delivering our key priorities. As such this section will set out how this significant dedicated resource will be realigned to support the change outlined in this strategy.
- 4.2 Our technology, improvement and network services will be proactive and anticipate customers' needs and support services with a clarity about what the Council's business and priorities are. Responding to the Council's channel shift strategy i.e. moving mediums for service delivery, we will deliver multi-channel accessible services to the Council's customers, communities and businesses, supporting joint working with our strategic partners.
- 4.3 Our delivery and management of technology will be supported by a clear governance and commissioning process that provides corporate-level prioritisation to manage competing demands, ensuring that the service can be appropriately resourced and skilled, and that the Council's financial planning process can anticipate development needs.
- 4.4 We will support effective joint working, both internally across our services and externally with our partners, providing a consolidated view of our customer, both for us viewing our customers and for our customers looking in to the Council, which takes full account of the necessary security and privacy issues.
- 4.5 We will be enabled to innovate, within carefully managed risks, and deliver appropriate leading edge technology, using a skilled, workforce that proactively promotes best practice and offers solutions to address customers' needs. We will ensure our pupils and teachers can use the best technology, within a safe and secure environment, to learn.
- 4.6 We will work to improve communication and ensure our service is customer focused both internally and externally, providing facilities to improve the connectivity of systems and ensure the efficient and effective use of all technology and information assets across the Council.
- 4.7 We will strive to provide resilient, secure, robust, future-proof, fast, responsive, innovative, flexible and adaptable technology solutions and services that are joined up across services.
- 4.8 We will support our aims to have a skilled, flexible workforce across the Council, that can provide services where and when they are required, offering effective mobile working to staff and partners, making work processes easier and more streamlined, and taking the services to our customers.

Customer Relationship

- 4.9 Consultation for the development of this Strategy has indicated that the current in-house team is considered to provide a good level of day-to-day support to the 'business as usual' systems and users. Team members are considered to be committed, approachable and keen to find solutions when issues arise. The consultation showed that generally our colleagues know who to contact when they need help, with both general and specialist queries.

- 4.10 The new structure linking Improvement with technology and network services offers increased opportunities to anticipate future needs and help service-based managers to use the available information to better inform decision-making. Improvement will use business and systems analysis, to understand how technology can be better used to support the business.

Opportunities for the Service

- 4.11 A range of opportunities to develop and improve our service have been identified by users of the service, who see the current service as traditional and in need of updating if it is to meet their changing needs, moving into the future.
- 4.12 One area that is being addressed by the development of this new Strategy is the perception that there has been no defined strategy for the use of technology across the Council. As a result, services and indeed units within services have appeared to ‘do their own thing’, with no shared vision and no clear priorities identified and progressed.
- 4.13 The lack of a clear strategy, aligned with the lack of a clear, corporately-driven commissioning process for technology related change, has resulted in a position where the Council has insufficient resources to satisfy all demands, and no clarity over which demands should take priority. There has been a similar lack of corporate oversight of procurement for equipment, software and peripherals.
- 4.14 Leading directly from this, users have identified the need for a business led technology investment plan for the Council as a whole. As the Council moves forward into the digital future identified by the National and Council strategies, it must make a commitment to providing customer-accessible systems online, and to join up and re-use systems and information wherever possible.
- 4.15 The Council has a history of development of bespoke systems which now need updating. Whilst these may have been fit for purpose when developed, they are now seen to be overly bespoke and unable to join up effectively across services, severely restricting the ability to respond to the Council’s new challenges.
- 4.16 This Strategy identifies the need to review the whole approach to systems acquisition and support and identify a way forward that will modernise the applications portfolio and position the Council to deliver effective, joined up customer access through a reduced number of shared enterprise-wide applications using a managed information base.
- 4.17 To deliver this future, it is essential that staff work together to ensure a coordinated approach to change and on-going support, providing a consistent level of service across the Council, in response to a defined set of overall priorities.

Anticipated Outcomes

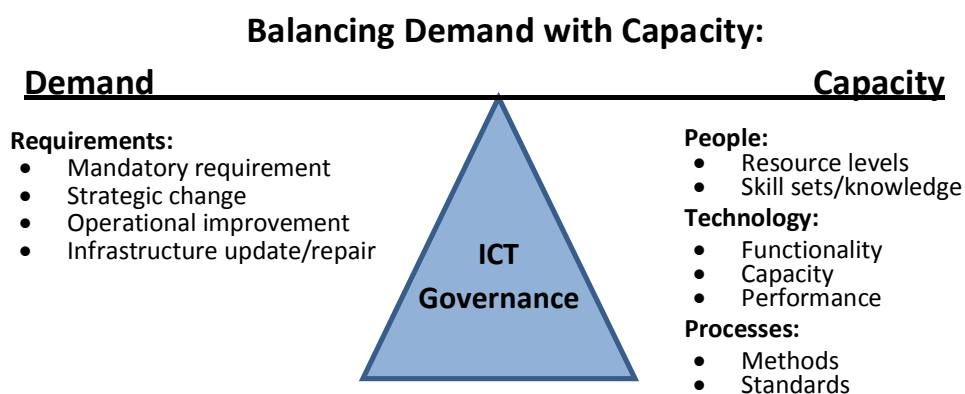
- 4.18 Once the overall priorities are clear, a technology and information asset plan will be drawn up to support the changes and modernise the underlying infrastructure, to reduce the number of supported platforms and provide a more consistent approach to investment planning.
- 4.19 Clarity around the development plan for both systems and infrastructure will provide a clear indication of what we need to deliver and thus the skills we require to have to deliver on our priorities. We will ensure that we align a skills development plan with this strategy to ensure deliver is as assured as possible. Technology, network and improvement teams must be provided with the skills to support the technology and systems required by the Council. We will also update its processes and procedures to reflect the changing nature of the business it serves.

- 4.20 In the light of this, we now have the opportunity to review the way we deliver the services our customers require, the way we interacts with those customers, and the way we measures and reports on our service delivery.
- 4.21 All parts of our service must now start working more closely, leading by example and sharing knowledge and best practice. Communication is key - within and across teams, across services, with partners and other external agencies, but most importantly, with its customers. We want our customers to be clearer about what they want, and we know our customers want us to be clearer about the possibilities. It is only through continuous, effective dialogue that the best outcomes will be achieved.

5. GOVERNANCE AND COMMISSIONING

A Clear Governance Structure

- 5.1 In order to deliver this strategy the Council needs a clear governance structure that will oversee all work in this regard. This strategy is a 'One Council' strategy: technology services support the Council's business processes that are increasingly fundamental to the way the Council operates. The Council is in a period of change driven both externally and internally and this will result in significant changes in our services. Our approach to technology must not only be support these changes but in some cases will be the catalyst that drives them. As the Council's business needs and priorities evolve, the supporting technology services also evolve and must be focused and prioritised appropriately.
- 5.2 This governance model sets out how the Council can effectively govern deployment and utilisation of technology to ensure delivery of the effective services required to support the needs of the Council. This model will only work if all areas of the Council work within it. As such, Directors and Heads of Service should understand the rationale behind it, commit to it and take responsibility to ensure that their areas do comply.
- 5.3 At the highest level, governance is about making sure that the Council manages its resources to meet its key priorities.



- 5.4 The effective use of technology is critical for the delivery of all services: its governance arrangements must consider the varying needs and priorities of individual Service areas and balance these with wider corporate needs and priorities. Sound governance will ensure good stewardship of corporate resources of information, communication and technology related assets and needs to be transparent, practical and effective.
- 5.5 As technology plays a major part in enabling improvement across the Council, its governance must have a 'One Council' focus and, to achieve this, the process will operate through an Improvement Governance Board. For technology to deliver effectively we must review and change our processes. Given this we must not divorce decisions about technology from considerations about our business.
- 5.6 The Council's Improvement Governance model will consist of:
- A formal Governance body – the Improvement Governance Board (IGB)
 - A defined role and remit for the IGB

- Membership of the IGB consisting of appropriately qualified / authorised staff.

5.7 The IGB will have the following responsibilities:

Ensure the delivery of an appropriate ICT strategy and policies

5.8 The members of the Improvement Governance Board will review and propose changes to the Council’s Technology Strategy and Policies and to ensure that these align with the Council’s overall strategy and best practice. Authority for taking forward, delivering, monitoring and reviewing this Strategy will rest with the IGB. Approving this strategy lies with Elected Members.

Understand the Council’s current ICT environment

5.9 The members of the IGB must be best positioned to understand the Council’s current technology environment within Services and corporately. This will require understanding of:

- What systems, applications and services are currently in place (internally / externally)?
- What is the current cost of technology across the Council and for individual services?
- What are the priorities for delivering this strategy within the Council’s Corporate Plan priorities?
- The need to ensure technology is supported by necessary improvement and service transformation
- The need to ensure appropriate planning mechanisms are in place
- Advising the Corporate Risk Management Group of key risks
- Advising CMT on the future provision of technology across the Council.

Act as the Council’s Change Review Board for Technology

5.10 Historically, there has been little Council-wide co-ordination of change within the ICT environment. Each Service has tended to “do its own thing” without consideration of the potential need or matched requirement from elsewhere within the Council. The central support services have been stretched trying to deliver on a number of fronts without a view of the corporate priority of delivery.

5.11 The IGB will act as a formal Change Review Board (CRB) for technology to ensure that any available funding is spent on cross-Council priority needs. This will involve:

Assessing new requirements for technology:

- Is there a justifiable business case?
- Is the requirement well defined?
- How will the requirement be funded (both capital and revenue)?
- What is the relative prioritisation with other requirements?
- To approve / reject / hold requirements

Oversee the Council's centralised corporate technology budget

5.12 One critical way of ensuring effective governance is to centralise all technology spend across Services. Centralisation of the technology spend into a single budget will have the following benefits to the Council:

- Lower total cost of ownership of technology assets and services.
- Consolidation on enterprise level solutions and infrastructure where appropriate, reducing training, maintenance and support costs as well as providing opportunities for greater mobility for staff within the Council
- Procurement can be managed more effectively and purchasing economies of scale can be realised (pushing cost down)
- Spend will be better controlled
- The Council's overall technology related spend will be better understood
- Greater conformance with defined technology strategy, infrastructure and technologies will lead to less diverse infrastructure and lower the cost of maintenance and support
- Virtualisation and consolidation of our technology infrastructure can be managed more easily (infrastructure not owned by Services). This again should drive down the cost of hardware and software maintenance and support.

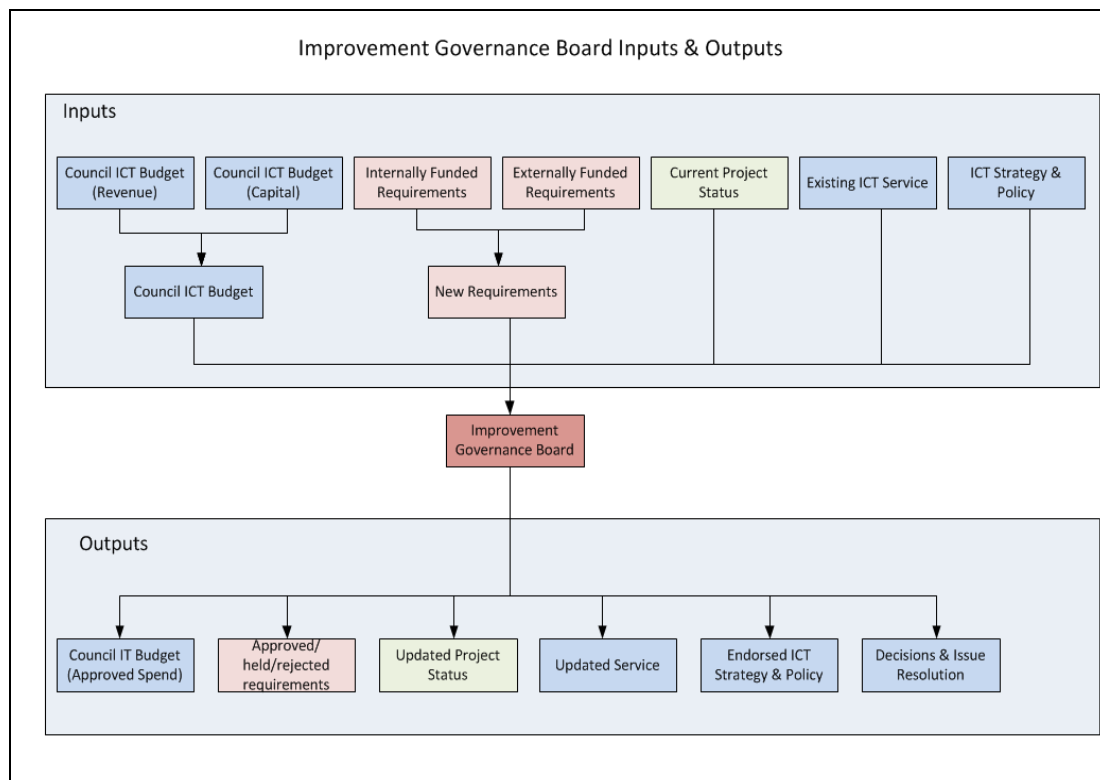
5.13 The IGB will oversee the Council's corporate technology spend ensuring spend is focused on priority activity.

Monitor delivery of technology projects

5.14 As well as managing new requirements, the IGB will review the progress of delivery of the projects initiated as a result of approved requirements. This will include:

- Understanding the current status of changes being implemented:
- What projects are currently under way?
- How are they doing?
- Identify and manage interdependencies of programmes and projects
- Manage programme and project risks
- Monitor and manage the delivery of programme and project benefits
- Do any decisions need to be made?
- IGB will act as an escalation route for programme and project issues that are out with the agreed tolerance for managers responsible for delivery.
- Does priority need to change?
- Is scope or cost changing and if so what is the impact?

5.15 The main inputs and outputs of the IGB are summarised in the following diagram:



5.16 The IGB membership will be made up of the following:

Core members:

- Director of Corporate and Neighbourhood Services and / or Head of Policy Technology and Improvement (Chair)
- Head of Service (1 from each service)
- Improvement Manager
- Technology and Infrastructure Manager
- Key clients e.g. customer services, communications etc.

Agenda dependent:

- Heads of Service
- Project Team members
- Other relevant parties.

5.17 The Improvement Governance Board is an independent group but will sit alongside the Best Value Working Group, the Reflect working group and will report to CMT. The Board will have a role in engaging with services management groups.

5.18 It will also have the power to establish project groups to take forward specific initiatives.

- 5.19 The Improvement Governance Board will meet initially once every month and this will be reviewed going forward.

Commissioning Process

- 5.20 The highest priority for change identified by the Council's most senior officers is the need for the whole Council to take a more strategic approach to the planning and delivery of technology. There needs to be a single commissioning route for technology developments, aligned with Council objectives and based in a robust technology strategy. This will provide the route for the most appropriate prioritisation of resources, improved investment decisions, and pave the way towards implementation of the most advantageous solutions for technology, systems and information management.
- 5.21 The central technology, network and improvement support teams recognise that the service itself needs to respond to this more corporate approach to the provision of technology by becoming more responsive to its customers' needs, as expressed in the strategic priorities, and gearing itself up to deliver against these priorities. There must be a more planned and target-driven approach across the service, working in a way that makes the best use of all resources available, builds on strengths and addresses weaknesses in teams and individuals.
- 5.22 The Council's Corporate Management team (CMT) will determine, on an annual basis and as part of the normal planning and budget-setting process, the allocation of resources that will be made available for the three strands of work required to deliver this technology Strategy:
- Business as Usual (BAU) work, to be managed by central ICT support
 - Projects to develop the technology infrastructure, applications and services, to be managed by central support either the improvement team or the infrastructure team, under the sponsorship from the Head of Policy, Technology and Improvement
 - Projects to change the way the Council operates, to be managed by the Improvement Team under senior sponsorship from individual service heads as appropriate.
- 5.23 All proposed new projects will be defined in a standard format Project Mandate, including initial estimates of resources required for all aspects of the project, internal and external, and submitted as part of the annual planning process.
- 5.24 A review of current work in progress (WIP) on existing projects will be provided, identifying all committed resources for the year being planned.
- 5.25 As part of the annual planning process, once the total resources have been identified we will through the Improvement Governance Board and then CMT agree the resources to be made available for specific projects and the priorities to be applied for the coming financial year.
- 5.26 Before the start of the new financial year, project briefs or project initiation documents will be produced for all projects within the approved list. Resources from the Improvement Team and within each bidding project area will be set aside to produce Project Briefs. Any project does not have a clear project brief will not be considered in the detailed planning process.
- 5.27 The Council's Improvement Governance Board will use the information within the Project Briefs to decide on the projects that can be resourced within the coming financial

year, taking full account of the resourcing of WIP projects. The Approved Projects List will be used to plan the allocation and deployment of resources for the new financial year.

Project Management

- 5.28 Project management is the process used to manage the successful implementation of a business improvement project from inception to completion.
- 5.29 To achieve this, the project will be managed by an individual but supported by a group of colleagues/partners from other disciplines. For example, the group may consist of colleagues from Governance (finance and legal), procurement, individual services, the supplier etc. The group are supported by a sponsor/project board to ensure appropriate decisions are made at an appropriate level.
- 5.30 The collective aim of the group is to ensure the project is delivered within the agreed boundaries. To achieve this we will apply rigorous but practical project management. All projects will be managed in this way. We will develop common and practical project initiation, development and management guidance. There are basic stages that will be followed for every project set out in these procedures and will be agreed prior to the start of any project. Recognising the practicality of such a procedure is key. Project management must be a facilitator i.e. a means of keeping a project on course and must be focussed on achieving the desired outcome.
- 5.31 A Project Sponsor, or Senior Responsible Officer (SRO), from within the lead service area must be identified for each project. This person will take responsibility for ensuring the completeness and correctness of the project brief, and for the overall business focus of the project throughout its lifecycle and into benefits realisation.
- 5.32 Project plans will show all phases of the project, including testing and training, hand-over to BAU support and benefits realisation. For some projects, the Council may require a post-implementation review. If this is required, it will be programmed in from the start.
- 5.33 The project management process will ensure the outcomes for the project are agreed from the beginning and regularly reviewed throughout the life of the project. A well-managed and documented project will ensure that any issues relating to the delivery of the project are reviewed and agreed as appropriate.

Section B

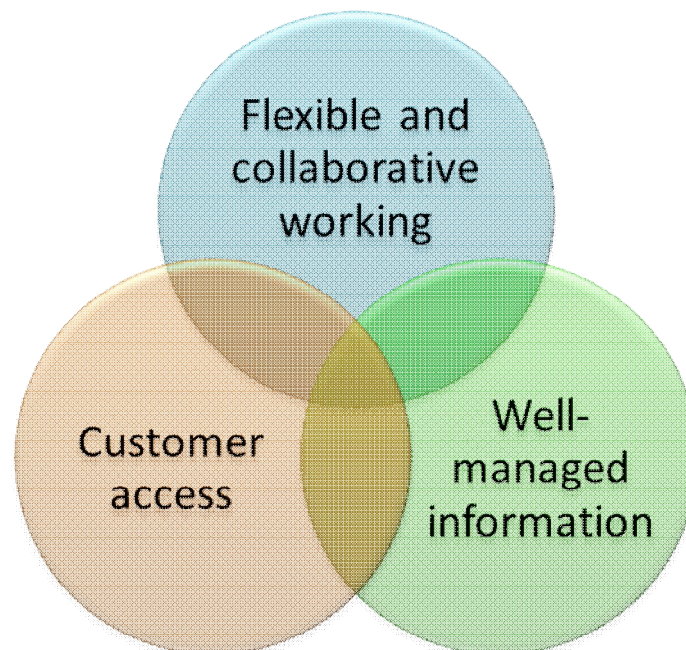
Tactical
Response

B. ICT SERVICE TACTICAL RESPONSE

1. OVERVIEW

Tactical Response

- 1.1 The Strategic Position identifies the way that technology, information and communications are fundamental to delivery of the Council's aims and improvement objectives, the National context, individual and partnership service aims, and the opportunities offered by advances in technology and information management.
- 1.2 This Tactical Response identifies the way that the Council's improvement, technology and network services are responding to the challenges for the Council as one organisation, and supporting all parts of the Council as they work to meet and exceed the targets set for them at National and local levels.
- 1.3 This section sets out in detail the key priorities for delivering our three priorities of



customer access, flexible working and well-managed information.

- 1.4 These priorities are central to achieving our vision for our Council and our Services. They cannot be delivered in isolation but will work together in harmony to deliver the change and transformation we expect.
- 1.5 Our challenge is to be more innovative, imaginative and thorough in how services are resourced and provided from conception to implementation. Our staff will be central to achieving these objectives - their engagement and actions to deliver on the priorities we set are critical.

Business Drivers

- 1.6 The service supports the core technology infrastructure and delivers services to meet the day-to-day operational needs of the Council at a reasonable overall cost and to a reasonable standard.
- 1.7 While the Council has invested in a good technical infrastructure which is recognised as sound, safe and reliable, we must now consider different approaches to the delivery of services and thus how we use technology and information to ensure we meet the current and future challenges we face.
- 1.8 The Council has a single network deployed across its premises which provides a robust communications infrastructure to support the business needs of the Council.
- 1.9 The Council's applications portfolio consists of business systems that support day-to-day operations in all operational areas of activity.
- 1.10 There is a distinct and diverse range of applications and hardware used across the Council. These have been developed over a period of time and through a variety of means. However this diverse landscape poses significant challenges and pressures on the Council and our services in terms of moving forward on service integration and joined up customer service.
- 1.11 Our use of technology includes those applications required to deliver core service but are complemented by enabling applications (such as EDRMS, GIS and CRM), and core applications (such as office and reporting tools).
- 1.12 These applications deliver additional functionality to the business systems but have not yet been exploited to their full extent nor to integrate data corporately across and between services. Operational information remains largely service / unit based.
- 1.13 Access to information within each operational area is reasonably comprehensive, but broader requirements require access to multiple information systems largely via a manual exercise.
- 1.14 The Council must maximise the return it gets for its ICT investment. Greater business benefits could be achieved through more developed use of applications and technologies, particularly around support to flexible working and ways in which customers can communicate with the Council.

Priorities for Change

- 1.15 The Tactical Response aims to:
- Identify and respond to the information requirements of the Council
 - Ensure that investment in information systems, communications and technology is linked to and supports the achievement of Council objectives
 - Optimise the value of our ICT investment

- Support the Council's Corporate Plan and objectives and the Service Plans of individual Services
- Respond to growing and new demands of the business
- Support system integration to increase the efficiency and effectiveness of the organisation
- Take advantage of emerging technologies where they can assist the Council in achieving its objectives
- Eliminate duplication in application functionality and data holdings
- Enable the informed selection of applications
- Ensure that ICT Services are appropriate, responsive to customer needs, resilient, reliable, and provided in accordance with 'best value' principles

1.16 We will take action to:

- continue the culture change started during the preparation of this ICT Strategy
- introduce a new approach to the commissioning of ICT projects
- review the skills available in the ICT teams to provide a platform for the development of the skills base required by the Council in the future
- develop a more visible approach to the delivery of services, including service level management, project management and regular publication of performance indicators
- deliver the changes in technologies and service delivery approaches set out in more detail in the remainder of this document

2. PLANNED SERVICE DEVELOPMENTS

Enterprise Subscription Agreement (ESA)

What is it and what does it mean?

- 2.1 An Enterprise Subscription Agreement is similar to a lease. This agreement is with Microsoft and it allows us to have single lease for specific software to be used across the Council over a three-year period. The agreement provides the Council with the latest version of the Microsoft Office package that includes familiar applications such as Word, Excel, PowerPoint, Access and Outlook (emails, calendar, tasks etc.). In addition to the familiar software, additional applications Microsoft Lync and SharePoint are included within the agreement. This agreement will provide for the rest of the Council the same arrangement that is currently in place for Education Services.
- 2.2 Lync is a package which provides us with video conferencing facilities, the opportunity to Instant Message colleagues (similar to text messaging via the computer), to show our availability (the system will show if we are in the office or away from our desk etc.) and manages group project work i.e. it allows you to share documents, view PowerPoint presentations etc.
- 2.3 SharePoint is a package which manages all documents and files in Microsoft Office. The software helps us to ensure we have access to the latest version of a document.
- 2.4 Some of the above applications will be familiar to staff, however the agreement also includes software to help IT professionals enable systems to work smarter. This group of software is known as CoreCals and includes software to further help manage security on servers, log-ins to the network, the management of e-mails and calendars, and software to audit and update software on computers.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- All users will use the same version of the software on their computers to reduce conflicts with different software versions
 - Removal of barriers to collaboration and improves communications with colleagues in the Council and partners out with the Council
 - Providing access to information held on your computer by remote access allowing for greater flexibility when working from an alternative location
- 2.5 Additional benefits that are not part of the ESA but are offered by the software provider include:
- Home use incentive packages for staff
 - Free access to e-learning
 - Support from the supplier
 - Licence management
 - Deployment management.

What is the impact of not doing it?

2.6 By not having an ESA the Council is:

- Paying more for one-off purchases of software
- Increasing the management and maintenance costs for Services by using different software versions
- Staff are less efficient by using different and old versions of software
- Unable to ensure parity with external bodies and partners software versions
- Limiting a joined-up approach to integrated communications.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Subscribe to an annual Enterprise Subscription Agreement and rolling out the ESA in a phased and prioritised basis depending on interactivity with other software and hardware	This should be managed centrally on behalf of all Services. This should therefore be managed by the Policy, Technology & Improvement Division on behalf of the ICT Governance Board	This requires to be implemented as a building block for some of the projects contained within the technology strategy.	There will be an annual subscription of approximately £200,000 to implement the agreement across all Services. This will be offset by eliminating current spend by individuals on Microsoft Office upgrades.

Homeworking

What is it and what does it mean?

- 2.7 We have for a number of years allowed employees and Members to remote access to Council systems and data, and also to remote desktop to their PC in the office. The arrangements for doing this have been recently changed following our review of systems to ensure GSX / PSN compliance. These changes have significantly reduced the numbers of employees who have remote access. One challenge we must address is therefore how to ensure our systems, network and software are secure but available to employees and Members out of the office.
- 2.8 The latest version of the homeworking software is called Microsoft UAG (Unified Access Gateway) and would provide support for the latest Windows operating systems as well as Direct Access – the ability for employees to access their mapped network drives without the need to use remote desktop.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Assists the Council to provide a Home Working Policy
- Promotes flexible working by ‘anytime anywhere’ access to Council systems and data
- Offers secure access to systems and data to satisfy our own security requirements, those of our partners and to meet national requirements such as the Code of Connection.

What is the impact of not doing it?

- Our ability to deliver our strategic imperative of mobile and flexible working will be substantially impaired
- If we do not upgrade or replace Microsoft IAG we will not be able to support the latest technologies which are used by our employees and software suppliers
- We will no longer have product support for our current system and will be at risk of system failure or downtime
- We will not gain the benefits from the added functionality that a new system would provide.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Assess options for a suitable replacement system	Improvement Manager	Spring 2014	approx. £400,000
Procure on replacement options	Improvement Manager	Spring 2014	Dependent on option recommended
Implement the “roll-out” of the software	Technology and Infrastructure Manager	Summer 2014	

Customer Relationship Management (CRM)

What is it and what does it mean?

- 2.9 The following applications are major enablers that should work as an integrated whole to facilitate the three aims of customer access, mobile and flexible delivery; and well-managed information.
- 2.10 The CRM provides a “one stop” link to all information relating to our customers. A CRM system will enable Services to track every customer interaction made with the Council including requests for service, complaints, referrals, assistance provided etc. By using this information to build a picture of our customers we are able to develop services to suit our customers’ needs. This may be in the form of improving system processes, automating processes or simply by sharing information throughout the Council to target resources appropriately.
- 2.11 The Council has recently procured software (Eden) which will provide, for the first time, the opportunity to connect our systems together to provide a greater integrated approach to service delivery. The software will initially be used to develop a complaints system while at the same time addressing our responsibilities to the standards provided by the Scottish Public Services Ombudsman.
- 2.12 The complaints development is the beginning of the development of our systems integration using the Eden software. A programme of development has been prepared which will introduce a new Freedom of Information (FOI) recording system, Environmental Information Requests (EIR) recording and integration of systems used by the contact centre. The Eden software is very flexible and will be used to tailor ICT processes that Services undertake on a daily basis. The programme of improvements will be rolled out in consultation with Services to deliver a truly integrated Customer Relationship experience.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- The CRM system will provide a single and holistic view of our customers to ensure that we are addressing the needs of all of our customers regardless of which Service the customer chooses to contact
- Relevant customer information can be sourced centrally
- All contact with customers is maintained, managed and analysed
- Time to manage customer statistics is reduced
- Customers have the opportunity to use all channels of communication
- This web-based application will allow field staff to record or review customer information on site or during a home visit.

What is the impact of not doing it?

- Customers are currently required to contact many Services, repeating the same information to have their query addressed
- Our most vulnerable customers may not receive the services they are entitled to
- Customers have a poor experience of engaging with the Council, which may subsequently lead to reputational damage

- Valuable time is spent gathering management information – where it is available, leading to poor use of staff time.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Implement a programme of development for the recently procured software.	The CRM system will be developed by the Improvement (Development) Team in consultation with Services.	Work on the project has already begun however a fully developed project plan needs to be further developed.	The software system has already been procured. Development costs of the system will require a full-time development resource of £40k per annum.

Geographical Information Services (GIS)

What is it and what does it mean?

- 2.13 Most information we hold has a location attached. This allows us to integrate information from a variety of sources using geography or addresses to identify patterns or common locus. Addresses are referenced using x and y co-ordinates. This information is held in a database in a defined address format known as the gazetteer. The gazetteer is maintained locally and Scotland wide.
- 2.14 In 2012, the Council replaced the existing GIS with a web-based system provided by our partner thinkWhere. The system, known as Location Centre provides us with a solution, which allows the Council to visualise, question, analyse and interpret data to determine possible relationships, patterns and trends. The data can be recorded and managed in many different ways however one of the key benefits of GIS is to represent the information in the form of a map. For example, data relating to building materials could help to plot the properties requiring work to be completed as part of a structural improvement contract.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Allows integration of information through a single address
- Efficient use of the data we have to manage our resources
- Can be used to track resources e.g. used to track our fleet to ensure best use of planned routes, maximise fuel efficiency and reducing associated costs e.g. tyre wear
- Provide greater management of information to target resources – “a picture is worth a thousand words”
- Location centre is web based and can be accessed from any web browser
- A web based application will allow field staff access to information on site
- Good partnership working with other Forth Valley located Councils
- Can be used to display “real time” information on the Council’s web site.

What is the impact of not doing it?

- No locality based mapping information
- Reduced decision making capabilities when information cannot be displayed appropriately
- Reduced capacity for customers to pinpoint issues with a mapping function on the web
- Difficulties in meeting planning and building control requirements
- Forward planning is hampered.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Implement the project plan for the roll-out of the new GIS system.	The Improvement Team involving representatives from all Services leads this.	Work on the project has been completed with the 'go-live' of Location Centre in May 2013	The software system has already been procured. Implementation costs associated with staff time in preparation of go-live.
Identify new users	This will be carried out by thinkWhere in conjunction with the GIS users group to ensure Services are fully aware of the benefits of GIS	This is being carried out as part of the roll-out of the new GIS location centre software	There is no additional cost to conducting the survey work.

Electronic Document Records Management System (EDRMS)

What is it and what does it mean?

- 2.15 An EDRMS is an application system which manages all types of information in all formats, paper-based and electronic, throughout the lifecycle of those documents i.e. from creation to destruction.
- 2.16 If used effectively, the system will ensure that all the Council's records are handled efficiently, consistently and in accordance with relevant legislation. EDRMS is a key component that will support the Council's business objectives, modernising the administrative process by replacing paper based activities with electronic ones and making information available to staff working in more flexible and collaborative ways.
- 2.17 Joined-up working arrangements between Services and partners can be achieved by enabling information and records that represent cross-Service functions to be shared, providing more effective and efficient services to customers. EDRMS software applications will manage all types of records in all formats, paper-based and electronic, throughout the lifecycle of those documents, from creation to destruction.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Gives a greater degree of control of our information
- An EDRMS promotes open and accountable local government by increasing information accessible to public and staff (where appropriate)
- Reduces time and effort when accessing information
- Helps us to meet the needs of appropriate records management legislation and complies with the Council's retention strategy
- Efficient use of other enabling systems e.g. Microsoft SharePoint and Eden (integration tool) provides the opportunity to integrate information to ensure that all information relating to a particular record is delivered seamlessly at the touch of a button
- Provide greater management of information
- Is consistent with and supports the Council's approach to a CRM
- Frees up not only ICT storage space but also paper based storage records.

What is the impact of not doing it?

- Information continues to be managed inconsistently
- Records management and therefore suitable retention schedules may not be followed
- Increased costs of storing paper based information

- Increased costs of archiving or retaining electronically stored information
- Customer accessibility to information is reduced
- Staff resources are deployed to search for and locate information
- Information can be missing which may create inaccurate customer/service support.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
A proposal has been provided to CMT to review existing information management strategy and to commission a project to review the needs of the organisation and deliver an appraisal of a suitable solution.	The Improvement Team in consultation with Services should lead this.	The work is a key facilitator of other One Council priorities and should therefore be prioritised during the autumn of 2014.	This will be costed once further work has been done on what we need this to achieve for the Council.

Website Redevelopment

What is it and what does it mean?

2.18 The landscape for Council websites has changed dramatically since the current website was launched in 2008. While Council websites were initially seen as a means of providing information and news about services and activities, their role has evolved. The best Council websites (those rated 4* by SOCITM) now:

- Have a strategic role in providing access to all services.
- Are integral to effective customer access, via traditional web access and increasingly through smart phones.
- Are core business – no longer an add-on.
- Are crucial to effective citizen engagement.
- Contribute to delivering local and national ICT strategy and Digital by Default.
- Need to be effectively resources, managed and governed.

2.19 To meet these objectives, the website requires to be comprehensively redesigned and redeveloped. The new site will put the customer at the centre of the project and will be based on evidence and customer experience and expectations, rather than the internal structure of the Council.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

2.20 The revised website will be:

- Focussed on customer needs. It will allow the customer to do what they want & do it quickly.
- Based on the “top task” concept – e.g. find your bin collection dates, look for a Council home, get rid of a large unwanted item, request a housing repair.
- Responsive to customer feedback and behaviour.
- Easy to navigate – with streamlined links based on customer journeys, not internal structures.
- Simple, uncluttered and accessible, with tasks defined in plain English and jargon free. This will be achieved via more controlled content creation.

2.21 The website will be based on the Scottish Services List, a well-defined, nationally curated list of 700+ services we provide for our customers. Adopting the SSL will help us ensure we have the right content online, identify gaps, keep our website focussed and align us with other Councils.

2.22 By having the right content we will reduce the number of failed visits to our website and reduce avoidable contact via other channels. The average cost per contact by web is £0.15 and by phone is £2.38 and it is estimated that approximately 20% of visits to Council websites fail, with another 20% failing in part.

2.23 Total percentage of customers using mobile devices to access the Falkirk Council website is above national average (25%) and growing. In March 2013 30% of the visits to the website were from mobile devices, up from 16% on March 2012. The new Falkirk

Council website will be responsive and fully accessible via mobile devices such as smart phones and tablets.

What is the impact of not doing it?

- 2.24 The Council’s website is not delivering what the organisation requires and received a 1* rating from SOCITM in 2012. It lacks overall purpose, clear governance and ownership by Services. It is not “customer friendly” and requires knowledge of the Council’s structure for effective navigation. It is not interactive, transactional or linked to back office systems nor is it accessible by mobile devices. These are all significant barriers to the Council’s aim of increasing access to services through a variety of channels and reducing transaction costs.
- 2.25 A series of workshops for managers were held during June 2013 to discuss the changing landscape for Council websites and review the need for the Council’s website to change. These reached consensus on the need for change and the action required to support it. This includes actions by Services to review and revise content based on the agreed plans.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Develop a new, clearer customer focussed website based on the “top tasks” concept, underpinned by the SSL, and with streamlined links based on customer experiences.	The website platform will be developed by the web team within Policy, Technology and Improvement. Content will be provided by Council services, under the direction of a Web Editorial Group comprising nominated Service representatives.	We aim to launch the new website by May 2014. Much of the first phase of technical work is complete. However the final launch date is dependent on content being made available.	The new website will dispense with the need for the current CMS, saving c£10,000 per annum. We need to look at the resourcing for our web development and on going support.

Software Procurement

What is it and what does it mean?

- 2.26 Software procurement is the term given to the identification of a particular system to meet service delivery needs. There are two main considerations; should the software be purchased or developed in-house.
- 2.27 There are up to 120 purchased applications currently in use across the Council, some providing full “enterprise” functionality (e.g. Integra for Finance, Resourcelink for HR & Payroll) ranging to small systems that support Service Delivery functions for small local teams.
- 2.28 Similarly the type of software developed by the Council’s in house team of developed can generally be categorised in two ways:
- Large multifunctional applications which tend to support the full range of functions for a Service or Section (e.g. PAS for Pensions, SWIS for Social Work). Often systems in this category were developed over 10 years ago, when there were fewer applications on the market that could provide similar functionality.
 - Smaller applications that customers have requested to provide specific functionality that would typically not be available in any externally available system. These often integrate closely with the Council’s key enterprise applications.
- 2.29 The benefits of procuring software in this way are considerable; development costs are often reduced, changes to working processes can be developed in a leaner smarter way, legislative changes are incorporated into maintenance agreements etc. The Council will continue the move towards external procurement for large applications which support most facilities used by a Section or Service, but will retain the key capability of creating in house applications to support Service Delivery where purchase of an external application
- 2.30 For all new software, whether externally purchased or developed in-house the Council will ensure that all decisions on database environments for new applications are cost effective, taking into account the option of hosting on existing infrastructure where appropriate.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Many, if not most of packaged software is web based, allowing greater flexibility of use
- Packaged software is supplied by and maintained by a software supplier. This can provide greater and faster solutions to issues with systems
- Systems are generally backed by full user literature
- Integration of systems can be easier and less expensive when supplied by the same major supplier

What is the impact of not doing it?

- In business continuity terms it is a considerable risk to the Council to be solely reliant on bespoke systems
- Dependence on in-house applications for enterprise solutions can create problems when legislation changes in a Service area and continual rework is required
- Re-development of systems as technology and legislation changes are required, can be time consuming and expensive
- Requires a dedicated management and maintenance resource which can prove more expensive than a packaged system
- Risks are transferred to the Council
- We cannot continue to maintain dated systems created in older software languages.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Review existing systems, determine the Service's business requirements, understand costs and resources and develop a replacement strategy.	The Improvement Team (Development) in consultation with Services should lead this and report the strategy to the ICT Governance Group for approval.	This cannot be completed in the short term as all existing bespoke systems will require to be reviewed. Some systems will require to be prioritised to address Service/legislative needs. Timescale should be completion of replacement strategy by 2014.	

System Integration

What is it and what does it mean?

- 2.31 System Integration means combining software components together to provide access to information from two or more systems. By integrating systems, information can be managed in a more effective and efficient manner giving a complete overview of a particular subject. The Council has procured an integration software solution – Eden, which will assist us integrating our systems. The software is flexible and a great asset to the Council’s software solutions. A programme of integrations will be prioritised to meet the Council’s needs.
- 2.32 The Council will consider adopting open source software where cost, usability and integration with other software or that of our partners provides benefit.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Integrating systems allows information to be viewed by many users in many different ways
- Integration of systems across the Council estate will allow for a single update solution to customer information. This joined up approach ensures that mis-information is minimised by replicating confirmed information across systems
- Integrating software will provide an improved customer service experience as systems are accessed more easily
- Integration of systems using the Eden software to support our other enabling products such as GIS and EDRMS will ensure a consistent approach to integration is achieved
- Using the Eden software will reduce, if not eliminate the need for expensive hard wired integration by software suppliers or third party vendors;
- Together with GIS and EDRMS, the Eden solution provides flexibility as systems and management information requirements change.

What is the impact of not doing it?

- Data continues to be held on disparate systems and remains inaccessible
- A “one Council” approach to information management is unachievable
- Service delivery cannot be improved in relation to information management.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Review existing systems, determine the Service’s business requirements, understand costs and resources and develop an integration programme.	The Improvement Team in consultation with Services should lead this and report the	This cannot be completed in the short term as all existing systems will require to	The software system has already been procured.

	programme to the ICT Governance Group for approval.	be analysed. Some systems will require to be prioritised with a commitment already given to systems used by the contact centre.	Development costs of the system will require a full-time development resource of £40k per annum. This will have to be found from existing resources.
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Single Reporting System

What is it and what does it mean?

- 2.33 The Council has many reporting tools to extract, analyse and report on information held in our many different systems. Many of the reporting tools we use are supplied with the system when procured. While these are useful, they are often limited in their output and most have not been developed further since the software was installed for a variety of reasons.
- 2.34 To rationalise these and to ensure we can extract information appropriately and use it, we will identify a single reporting tool to be used with systems and ensure adequate resources are identified and trained to use the reporting tool. This will help towards the drive to ensure efficient, collaborative use of our information and the resources used to manage this.
- 2.35 To reduce the range of reporting tools used, identifying a preferred cost effective option and building a strategy to move to a common tool set over the next five years.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Improved management information
- Centrally held reports will be available as required
- Focused pool of skills that can be deployed to the highest priority areas
- Reduced licencing requirements for software reporting packages
- Standardises formats and enhances the 'One Council' approach
- Information can be made available to users/customers at scheduled times
- Links different systems together into one report
- Easier data manipulation.

What is the impact of not doing it?

- Underuse of information held on systems
- Disparate reporting mechanisms
- Increased costs for licences and staff developing reports
- External training costs.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Analyse the business intelligence reporting tools available to determine the most appropriate.	The Improvement Team in collaboration with Services	This will be conducted alongside the review of existing systems in 2014.	

Business Consultancy

What is it and what does it mean?

- 2.36 The Improvement Team has a clear aim, to work together with staff from other Services and divisions to enable improvement across the Council. The Improvement Team brings specific business consultancy skills to the analysis of current business processes and existing ICT systems and used by Services. This may be the replacement of the system with one which will meet the Service's developing needs or it may be the integration of an existing system with other Council systems.
- 2.37 In addition to the systems training, the team can also support a review of existing business processes to help develop smarter and leaner processes with colleagues from the Service.

What will business consultancy offer:

- Review of Service, with the development and support of a Business Improvement Plan
- Lean processing
- New, flexible, smarter and collaborative ways of working
- Review of existing systems, with a view to determine system requirements for the future needs of the Service
- Analysis of existing system usage to determine if the system is fit for purpose
- Review of business processes (where existing) and support to redevelop or initiate new processes
- We will help maximise access to multi-channel customer access to Council Services and systems
- We will work with Council services and our Strategic partners to encourage digital participation through improved service delivery which provides tangible benefits to the citizens of Falkirk.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Improved IT systems or integrated systems will ensure customers have greater access to on-line systems
- Colleagues will have improved systems and processes which have been developed to meet the customer's requirements
- Colleagues will participate in identifying the Services' need
- Procured systems will always consider how colleagues and customers use the system.

What is the impact of not doing it?

- Services may continue to deliver services which do not fully consider the benefits associated with cross-cutting services, streamlining and sharing/re-using opportunities
- Business processes may be inefficient or time consuming
- Service efficiency and effectiveness may be compromised
- Colleagues may not have been consulted appropriately.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Work with Services and the ICT Governance.	An agreed lead/sponsor will be appointed for each project.	At the inception of each project.	The cost relates to the staff resources employed. However the cost of getting it wrong may far exceed staff costs.

Technology Refresh

What is it and what does it mean?

- 2.38 Technology refresh is the phased approach taken by Falkirk Council to ensure that all its ICT assets (such as Servers, PCs, Phones, Network Equipment etc. that we use every day and are dependent on for the delivery of our core business) are:
- fit for purpose and capable of hosting new versions of systems
 - supported by the manufacturer
 - supported by maintenance contracts
 - able to support the Councils Business and achieve the aspirations of this strategy, our services and our customers
- 2.39 In addition, ICT will pursue a policy of sustainable ICT. This will include that we:
- Ensure that greater significance is placed on choosing energy saving devices when choosing new equipment
 - Increase server consolidation where possible, with the technical strategy in areas such as virtualisation assisting with this goal.
 - Establish a code of practice designed to minimize unnecessary printing
 - Work with Services to help reduce carbon emissions wherever possible
 - Identify ICT management practices that reduce power consumption
 - Continue to identify ICT equipment where the lifecycle can be extended
 - Further bolster the remote working tools already in place.
- 2.40 This is currently funded by variety of means and delivered in a number of different ways – capital budget, external funding, revenue budgets etc.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Maximum availability of service is ensured through use of up to date equipment. Equipment is less likely to break down
- Maximised system performance through use of fit for purpose technology solutions. Modern equipment is faster than older equipment
- Corporate systems are resilient, reliable and reflect best practice in current technology
- Systems are sufficiently flexible to support the changing working practices of the Council
- Network hardware will be able to support the changing environment for wireless, mobile and remote working

- Technology is future proofed as far as possible to allow new initiatives to be adopted as technology changes e.g. to reflect the goals of the National IT Strategy etc.
- Reduced total cost of ownership allows scarce resources to be used elsewhere
- The existing rolling capital bid replacement programme will take account of servers, storage, communication and network equipment.

What is the impact of not doing it?

- Failure to comply with PSN compliance agreement.
- Increased disruption to service delivery where hardware cannot be repaired/replaced
- Inability to adopt new technologies such as wireless or to support new business platforms such as tablet devices
- Lack of integration with partner organisations
- Failure to innovate in the Education Sector may impact on delivery of the Curriculum and disadvantage pupils

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Audit of existing hardware and software and provide a 'Fit for Purpose' report taking into account the current and future needs of Services and Staff	Service Managers – Improvement and Infrastructure	This will be carried out during the summer of 2014	
Ensure adequate R&D is undertaken to ensure new equipment is fit for purpose.	Team Leaders	On-going	
Ensure that National Initiatives are taken into account in planning asset replacement.	Service Managers & Team Leaders	On-going	
A planned procurement process is implemented and a timetable for refresh is agreed with each Service	Council Service Managers, Head of P, T&I and Service Managers	Annually	
Current spend on ICT technology is identified and changes are made to the current funding arrangements		This will be carried out during 2014/5	

Network Review

What is it and what does it mean?

2.41 A network is a group of two or more computer systems linked together. There are many types of network including

- Wide Area Networks (WANs) where computers are further apart and are connected by fibre cables, copper cables or radio/microwave technology.
- Local Area Networks (LANs) where computers are geographically close together - normally in the same building.
- Wireless Network – a network that use wireless technology instead of copper cables within a building.

2.42 We will review the existing and planned networks to ensure that they:

- Are fit for purpose i.e. meet the current and future needs of the Council and Services
- Provide adequate speed, capacity and availability for users
- Provide resilience, are secure and allow us to share information safely with partners etc.
- Compliant with external accreditation requirements e.g. PSN.
- Flexible, safe and secure
- Are capable of supporting new and emerging technologies and initiatives.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Review the existing network to provide increased resilience
- Evaluate options and opportunities for network redesign to allow a phased migration away from reliance on the hub model based on the Municipal Buildings;
- Move away from traditional building based network provision to mobile based
- Pursue opportunities for shared infrastructure with our partners such as NHS Forth Valley
- Investigate options for growth, change and cost savings by utilising SWAN (Scotland Wide Area Network).
- Explore options for resilience and business continuity of network links with partners.

2.43 Wireless networks are:

- Essential to enable the Council to change its business processes
- Required to enable the use of tablet devices

- Required to promote flexible and mobile working solutions
- Necessary for the effective delivery of the Curriculum for Excellence
- Tailored to the business requirements for each installation to maintain a balance of security and integrity for the network and meeting the business needs
- An essential business tool for our partners and visitors when on our premises

What is the impact of not doing it?

- Failure to comply with PSN compliance.
- Unless refreshed, existing links or the network hardware may become obsolete, slow and not deliver best value
- Wireless networks may not be able to be supported
- Opportunities for shared infrastructure would be limited
- Involvement in national projects such as SWAN may not be possible.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Review the existing network and prepare report with recommendations for change.	T&I Manager/Network Team Leader	Summer 2014	To be confirmed
Ensure all changes to the network support the opportunities afforded for wireless networking	T&I Manager/Network Team Leader	On-going	
Develop clear proposals for shared infrastructure with partners including for business continuity.	T&I Manager/Network Team Leader	December 2014	
Ensure opportunities for involvement in national initiatives are explored	T&I Manager/Network Team Leader	On-going	

Thin Client/Desktop Deployment

What is it and what does it mean?

2.44 Falkirk Council currently delivers applications to the desktop using PC hardware. Some software is common across the Council however each Service in the Council has a variety of specialist software installed on each PC. Using Thin Client technology reduces the amount of software installed on each PC and allows software to be updated from a central point once, instead of individually updating each device. We will review how we install software across the Council and develop more efficient ways of doing this by using Thin Client technology. Virtualisation Technology allows us to provide your desktop across different devices anywhere on the network. We will also develop the usage of virtualisation to introduce access which is standardised and accessible to users across the Council's network.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Enable users across the Council to access their 'desktop' anytime and anywhere
- Reduce support overhead
- Create a standardised desktop with a level playing field for operating system and standard applications such as MS Office etc.
- We will also investigate and agree on non-Windows technologies and software and where PCs continue to be used, these must be to an agreed standard build, specification and image
- Greater use of centralised deployment tools for upgrading software.

What is the impact of not doing it?

- Continued and ever increasing support overhead of multiple system builds and user configuration of systems
- Lack of flexibility – users only able to access their desktop at their desk
- Reduced opportunities for hot-desking/shared working arrangements/project team working
- Non standardised approach to system updates reducing opportunity for system integration.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Greater use of SCCM/deployment tools for updates	Corporate & Education IT Support Team Leaders	On-going	
Review of PC deployment	Corporate IT Support Team Leader	June 2014	None
Review of current PC imaging	Corporate IT Support Team Leader	July 2014	None
Appraisal of options for thin	Corporate & Education	December 2014	To be determined

client/virtualisation and report	IT Support Team Leaders		
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Asset Management

What is it and what does it mean?

- 2.45 The Council seeks to provide efficient, effective and economical computer systems, telephony and network links to all Council Services across over 200 locations within the Council area. The overall aim of our asset management plan is to ensure our assets contribute effectively to service delivery, are fit for purpose and are suitable and sustainable. ICT links with the overall Falkirk Council Asset Management Plan in ensuring the condition, suitability and sufficiency of all ICT assets.
- 2.46 We will measure our existing assets against the following criteria and share this information with Services
- Condition
 - Suitability
 - Cost
 - Accessibility
 - Value
 - Sufficiency

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- 2.47 The main focus of ICT Asset Management is to help:
- Provide a resilient and progressive ICT Service to support the goals of the Council
 - Provide a service which utilises industry wide best practice and methodologies
 - Ensure the efficient use of resources in the delivery of services
 - Ensure systems are secure to protect the information assets of the Council whilst promoting integration
 - Plan a programme of asset replacement and maintenance to ensure that there are no preventable emergencies
 - Develop a robust disaster recovery plan for all areas of the business
 - Wherever possible, utilise hardware and technologies to reduce the impact of the Council as a whole on the environment
 - Support Services to identify the assets that are critical in the delivery of their services and develop and implement plans to manage these assets pro-actively
- 2.48 The strategic objectives of the asset management strategy are

- To maintain and enhance a flexible portfolio of assets best equipped to meet changing service needs and evolving methods of service delivery during a period of significant financial constraint
- Regularly review and evaluate assets to ensure they are used effectively and deliver value for money
- To use assets in a sustainable way to support the Councils strategic policies

What is the impact of not doing it?

- Disruption to Service Delivery where assets are unable to be repaired/replaced timeously due to age or lack of maintenance.
- If we don't know what assets we have, their purpose and criticality, then we may not know those to protect, maintain and replace
- Unable to plan and budget for accurate replacement strategies or implement major technology updates.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Support the maintenance of all the hardware and software asset details for the Corporate Estate	Technology & Infrastructure Manager	On-going	SCCM costs already paid – future upgrade costs only
Collate all hardware and software assets for Education ICT Estate	Technology & Infrastructure Manager	April 2014	SCCM costs already paid – future upgrade costs only
Ensure a robust replacement policy is in place for all ICT Assets	Technology & Infrastructure Manager	On-going	Costs will be reviewed annually and Capital Bids made for on-going replacement strategy.
Identify all information assets as part of the Information Management Strategy	All Services and Governance Board	April 2015	
Ensure all ICT asset disposal is in line with current legislative requirements	Technology & Infrastructure Manager	On-going	Current disposal contract is at no cost to the Council.

Bring Your Own Devices (BYOD)

What is it and what does it mean?

- 2.49 Allowing mobile devices owned by staff to be used for business delivery is known as Bring Your Own Devices (BYOD). Like many organisations, Falkirk Council was considering the increasing use of different types of device in people's everyday lives, and employees using devices they are comfortable with for business. More and more we are being asked to allow a variety of devices access to our network by employees.
- 2.50 Many organisations are considering personally owned mobile devices for business delivery. The advantages include empowering employees, improving satisfaction and productivity through the use of new technologies whilst simultaneously reducing overall costs. The BYOD trend is one element of the normalisation of ICT.
- 2.51 Embracing the fact that most people use technology as a normal part of everyday life and therefore will want to use things they are used to using at home in the work place brings risks and unforeseen costs, so its introduction would need to be managed carefully into appropriate work areas whilst still addressing issues of security, compliance, liability, licensing and management.
- 2.52 Greater attention to the work/life balance can enhance productivity; however, introducing BYOD into the business is as much an HR policy as an ICT one. Connectivity now happens everywhere and people want the same capabilities at work as they have in their everyday lives. People are now more connected, 'tech savvy', social and creative. They have higher expectations of the technology they use at home and at work.
- 2.53 However, prior to introducing any BYOD policy or indeed allowing any employee to utilise non managed devices within our scoped network, we need to clarify how we can achieve this within a PSN compliant network. We therefore will have to review our AUP and information security policy to specifically prohibit anyone using their own devices within the Council's network. We will then have to look at how and if we can adopt BYOD within the Council and in deed within specific areas within the Council e.g. schools.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Empowering employees
- Promoting flexible working
- Improving the customer experience by taking the Council to our customers
- Improving satisfaction and productivity through the use of new technologies
- Reducing overall costs to the Council (hardware and support)
- Fully exploiting the opportunities afforded by wireless networks
- Establishing robust security regimes for accessing systems and information
- Utilise cloud technologies and reduce storage overhead in house
- Less equipment that requires to be physically moved

What is the impact of not doing it?

- Missed opportunity to exploit new technology
- Failure to exploit investment in wireless networks
- Potential for staff that use equipment not generally used by the Council to become disengaged from using their personal devices to do their jobs.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Review our approach to BYOD once we are sure how we can secure and manage untrusted devices etc within our scoped network	Service Managers & Team Leaders	March 2015	To be determined

Service Desk

What is it and what does it mean?

2.54 The Service Desk, previously known as the help desk, is no longer simply that of call logging. In future, by using the skills of our support engineers at the first point of contact with our customers, we will provide:

- A first line of contact for all ICT issues which is knowledgeable and capable
- People who will take ownership and provide timely responses to queries, incidents and problems
- Effective resolution to queries, incidents and problems at first point of contact wherever possible
- A good impression of the service as a whole
- Reliable information to improve customer confidence in the service
- An overall improvement in the quality of service provision
- Effective call transfer and escalation to ensure timely and accurate fault resolution and business continuity
- Management information on our service provision to assist in informing decision making for our Service, the ICT Strategy and the Council as a whole.
- Developed facilities on the Council's Intranet to offer interactive guides and documentation for users to enable them to carry out basic changes and upgrades without the need to contact the Service Desk.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

2.55 These changes will ensure that:

- More calls are resolved at first point of contact – effectively, the existing First Line Support function will disappear as this becomes the role of the Service Desk
- Staff who are working flexible hours will be able to perform tasks when the Service Desk is not staffed
- More timely responses to queries, incidents and problems are provided
- Customer confidence in the service will be improved
- More careful monitoring of calls and their targets will enable better performance against the KPIs
- Turnover of staff in the Service Desk and the costs and resource implications which this brings with it will reduce.

What is the impact of not doing it?

2.56 Although the Service is well used and generally well regarded across the Council, historically, and currently, there are a number of issues which prevent the Service Desk from delivering an ideal service to customers:

- Poor staff retention rate – a combination of lower salary scales and poor job satisfaction has led to a high staff turnover
- Service Desk staff receive only basic training in technical issues and have no hands on experience as Support Engineers – technical knowledge is based on crib sheets and from a few limited training opportunities
- Calls are often allocated the wrong priority as Service Desk staff are not aware of the overall implications or impact of the call
- Calls are not actively monitored to ensure that targets are being met and that calls are resolved to the customer’s satisfaction
- Call escalation is not properly invoked to ensure that priority calls are handled more quickly and by the correct people and Team Leaders are not made aware of potential problems
- Within ICT, the Service Desk is not viewed as an integral part of the call resolution process
- Calls are continually passed from person to person merely for fact finding without any attempt to resolve the call – there is a lack of ownership for a call
- Customers are frustrated at the lack of continuity in the resolution of calls and often have to deal with 3 or 4 staff to resolve relatively minor faults.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Training and familiarisation of staff	Team Leader – Corporate IT Support supported by all Technology & Infrastructure Staff	July 2014	None
Create intranet content to provide self-service option for users	All Technology & Infrastructure Staff	December 2014	None
Make changes to rotas to reflect new working method	Team Leader – Corporate IT Support	July 2014	None
On-going review	Technology & Infrastructure Manager/Service Users	From Dec 2014	None

Mobile Working

What is it and what does it mean?

- 2.57 To allow Services to be delivered out with our fixed buildings we must support employees to be mobile. Employees need access to their work away from the office. They need to log information, respond to customers and update systems from a variety of locations including open spaces, customers' homes and non-Council owned locations.
- 2.58 We will undertake business analysis and determine the needs of our Services, Elected Members and other customers and investigate how and when they need to do business. Where possible and practical we will provide suitable equipment to facilitate this.
- 2.59 We are currently assessing different hardware that can be used for flexible working and to identify the needs of the business in relation to flexible working, in particular with regards to the use of tablet PCs.
- 2.60 We will review Tablet PCs and the various operating systems and apps which run on these to ensure that we are able to embrace these new technologies and to ensure secure access to Council software applications from these for specific business needs.
- 2.61 We will review our landline telephony requirements in advance to ensure that the replacement for the current system is a modern, flexible solution which meets the business requirements of the Council. This will include Voice over Internet Protocol (VOIP);
- 2.62 We will review how information is carried over our network. We will review opportunities to use Quality of Service (QoS) to prioritise network traffic.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- Allows people access to the information to do their business wherever they are
- Promotes flexible working by 'anytime anywhere' access to systems
- Secure access to systems to satisfy our own security requirements, those of our partners and to meet national requirements such as the Code of Connection
- Reduction in operating expenses and support costs
- Reduction in paper/printing costs
- Reduction in hardware costs and inventory– one device may replace phone/PC/laptop
- Improved communication tools through collaborative technologies
- Greater use of mobile devices such as smart phones will enable more remote and mobile working opportunities for all staff and provide a more rounded customer experience of the Council.

What is the impact of not doing it?

- Missed opportunity to exploit new technology

- Failure to exploit investment in wireless networks
- Potential for staff that use equipment not generally used by the Council to become disengaged from using their personal devices to do their jobs.
- Access to Council information using devices that are not secure leading to potential fines and reputational damage to the Council

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Evaluation of devices and security options.	Service Managers and Team Leaders	On-going	On-going costs of hardware & software
Formal proposal for deployment	Service Managers & Team Leaders	Early 2014	

Research and Development

What is it and what does it mean?

- 2.63 Research and development is essential in the technology environment to ensure that new technologies are investigated and exploited wherever they can support the business of the Council.
- 2.64 We will manage innovation through efficient, sustainable and effective ICT initiatives and development of resources.
- 2.65 We will look at industry best practice and benchmark against other similar organisations for example the introduction of tablet devices and a review of the existing email system.

How will it help to achieve our priorities of customer access, mobile and flexible delivery; and well-managed information?

- On-going evaluation of the best hardware and software to deliver traditional desk based technologies
- Evaluation of new and emerging technologies to help deliver services to both staff and citizens
- Utilisation of wireless technologies to promote flexible and mobile working
- Work with partners and the National IT Board to determine opportunities for new and shared infrastructure solutions
- Consider joint/shared approach to any new initiatives through consultation with partners
- Opportunities to reduce costs through technical innovation/shared infrastructure
- Benchmarking with and learning from other similar organisations
- Greater emphasis on industry best practice and market place solutions

What is the impact of not doing it?

- R&D is essential to keep pace with the dynamic environment of ICT and the range of technologies available to deliver services. However, duplication of R&D amongst partners/other authorities can be wasted time and effort.
- We need to focus R&D on what information is already available for similar environments on new and emerging technologies.

<i>What do we need to do to deliver it?</i>	<i>Who should do it?</i>	<i>When should we do it?</i>	<i>How much will it cost us?</i>
Investigate and evaluate new and emerging technologies	Service Managers & Team Leaders	On-going	
Involvement and awareness of national initiatives	Service Managers & Team Leaders	On-going	

Section C
Current ICT
Policies

C. CURRENT ICT POLICIES

1. POLICIES

Infrastructure – How we replace PCs, servers and network equipment

- 1.1 ICT hardware is required to be replaced on a regular basis to ensure that:
- The hardware is fit for the purpose and capable of hosting new versions of systems.
 - The hardware is supported by the manufacturer.
 - Maintenance contracts are still available for the hardware i.e. spare parts are available
- 1.2 Maximum availability of service is ensured through use of up to date equipment. System performance is maximised through use of fit for purpose technology solutions. For the major corporate application servers, a rolling programme of replacement every 5 years through Capital funding takes place. This has been extended to start including some of the corporate file servers.
- 1.3 Other servers are replaced on an “as required” basis and are often replaced as part of system upgrades. These tend to be funded by Services themselves.
- 1.4 The core network equipment is replaced through the rolling programme of Capital funding again over 5 years.
- 1.5 We currently have a replacement schedule in place funded from the Central Revenue Budget to replace PCs on a 5 year cycle.

Security Policies

- 1.6 Falkirk Council has an Acceptable Use Policy (AUP) and an Information Security Policy (ISP) to control and regulate the use of the Council’s Information Assets by staff, Elected Members and any third parties.

Acceptable Use Policy

- 1.7 The AUP sets out a governance framework to regulate how users of ICT use the ICT services and equipment provided to them by the Council to allow them to carry out their duties in a sensible, professional and lawful manner in accordance with law and the Council’s Code of Conduct for Officers and Members.
- 1.8 The framework seeks to strike a balance between a users’ right to privacy and the Council’s responsibility to ensure appropriate use of ICT.
- 1.9 All employees and Elected Members are expected to sign the AUP.

Information Security Policy

- 1.10 Falkirk Council relies on information to fulfil its outcomes, goals and obligations. Information and the systems we hold and use represent an extremely valuable asset both to the Council and potentially to others. The increasing reliance on information technology for the delivery of the services provided by the Council make it necessary to ensure that these systems are developed, operated, used and maintained in a safe and secure fashion.
- 1.11 Threats to Information Security are becoming more widespread, ambitious and increasingly sophisticated. The consequences of the loss and misuse of confidential and sensitive information can not only be significant to the organisation but can be devastating to individuals. It is essential, therefore, that all information processing systems within the Council, in whatever format, are protected to an adequate and effective level from disruption or loss of service or compromise whether through accidental or malicious damage.
- 1.12 It is necessary to have an Information Security Policy ISP to provide the guidelines and framework for ensuring that the confidentiality, security and integrity of information held by the Council, its services and officers is maintained.
- 1.13 The purpose of security in any information system is to preserve an appropriate level of:
- Confidentiality
 - Integrity
 - Availability
- 1.14 The Policy objectives are to:
- Ensure that staff and Elected Members have an appropriate awareness and concern for information security and an understanding of their personal responsibility for information security.
 - Ensure that all contractors, their agents and employees have a proper awareness and understanding of their responsibility towards the systems and information of the Council.
 - Provide a framework giving guidance for the establishment of standards and procedures for implementing information security.
 - Meet the general objectives of BS7799-2 Code of Practice for Information Systems Security.
 - Ensure that all employees and Elected Members are aware of the legislation surrounding information and information systems security.
- 1.15 The Falkirk Council Information Security Policy is based on the 10 principles set out in ISO-17799 which are:
- Business Continuity Planning
 - System Access Control
 - System Development & Maintenance
 - Physical & Environmental Security
 - Compliance

- Personnel Security
 - Security Organisation
 - Computer & Network Management
 - Asset Classification & Control
 - Security Policy
- 1.16 The Policy applies to all locations from which Falkirk Council systems are accessed - including home use.
- 1.17 The Policy applies to all systems and information regardless of the purpose for which it is held or the format in which it is held.
- 1.18 The ISP will be reviewed at least every three years and Falkirk Council will continue to develop the policy taking into account the changes and advances in both technology and any relevant legislation.

Information Sharing Protocols

- 1.19 Falkirk Council is engaged in sharing information with partner agencies and organisations for a number of different purposes. The security objective of information sharing is to enable an efficient flow of information without compromising its integrity or confidentiality. This is of particular importance where the information which is shared is personal data regulated and defined by the Data Protection Act 1998.
- 1.20 Falkirk Council works with partner organisations and is a member of the Forth Valley Data Sharing partnership. Information is shared between Falkirk Council and partner agencies both to fulfil legal obligations and in the delivery of Services to the people of Falkirk. Partners in this context include, but are not limited to:
- Forth Valley Health Board/NHS Trust
 - Police Scotland
 - Scottish Prisons Service
 - Department of Work and Pensions
 - Inland Revenue
 - Scottish Government
 - The Scottish Fire & Rescue Service
 - Voluntary Sector Bodies
- 1.21 Information is only shared where it is legally permissible and this may require the consent of the data subject.
- 1.22 Information is shared in a number of different formats and Falkirk Council is a member of the Government's Secure Extranet (GSX) which enables electronic data to be sent securely.
- 1.23 The Forth Valley Data Sharing Partnership created a Data Sharing Protocol to which Falkirk Council and all the partner agencies agreed. This provides the framework for sharing information amongst partners.

- 1.24 The Data Sharing Protocol will be replaced by the Scottish Accord on the Sharing of Personal Information (Forth Valley) (SASPI). This is a national accord, agreed at local partnership level.
- 1.25 The Data Sharing Protocol has been prepared to support the regular sharing of personal information and supports the information sharing partner organisations and the groups of Service Users it impacts upon. It details the specific purposes for sharing and the personal information being shared, the required operational procedures, consent processes, and legal justification.
- 1.26 This Data Sharing Protocol covers the exchange of information between partners. However, although this provides the framework for sharing data in a standard format amongst partners, this does not give license to share data without recourse to the legality of doing so. Separate data sharing agreements as laid out in the SASPI are required to be in place where specific types of data are shared between partner organisations.
- 1.27 Falkirk Council also shares data with the Department of Work & Pensions in compliance with their own data sharing and security requirements.

1.27.1

2. CATALOGUE OF SERVICES CURRENTLY PROVIDED

Network

- 2.1 A network is a group of two or more computer systems linked together. There are many types of computer networks, including:
- Wide Area Networks (WANs) where computers are farther apart and are connected by fibre links, copper links or radio/micro waves.
 - Local Area Networks (LANs) where computers are geographically close together (that is, in the same building).
 - Wireless Networks (WLANS) where computers are geographically close and connected wirelessly

WAN

- 2.2 The primary function of the Falkirk Council WAN network infrastructure is to provide connectivity between Council buildings and the network core located in the Municipal Buildings.
- 2.3 The Council currently uses a number of technologies to provide WAN connectivity including copper and fibre network links provided by 3rd party telecommunications suppliers, private fibre, microwave and ADSL (Business broadband).

LAN

- 2.4 The primary activity of a Falkirk Council LAN is to provide connectivity between network devices at a specific location. Most LAN connections across Falkirk Council are provided via fixed wire cabling installed throughout Council Buildings. Falkirk Council prepares and implements a standard cabling specification for new installations.

WLAN

- 2.5 In addition to the traditional fixed wire cabling provision, Falkirk Council is now providing access to Council systems for staff and to the Internet for the public using Wireless technology.
- 2.6 Wireless enables flexible access to networks for both fixed and mobile devices and can be used where fixed wire cabling may not be best suited. Wireless also allows us to offer 'guest' access for our clients and citizens.

Remote Access

- 2.7 Remote access is provided to the Council's Network to enable home, flexible and remote working solutions. The Microsoft Intelligent Access Gateway is the current product used.

Network Monitoring

- 2.8 Falkirk Council manages both its WAN and LAN to maximise uptime, troubleshoot problems and to maintain suitable levels of performance and security. All network devices are monitored to ensure connectivity and all uplinks are monitored to show bandwidth usage.

Network Security

- 2.9 Robust network security is essential to ensure the integrity, confidentiality and availability of the Council's information assets.

- 2.10 To ensure the network remains secure we have a firewall in place and undertake regular network penetration testing by 3rd parties to ensure that security is tested and maintained.
- 2.11 Additionally, we provide a web filtering solution to control access, manage and record access to the Internet by staff, Elected Members, pupils and for public access. SOPHOS is the current product used for this purpose.

Servers

- 2.12 A server is a physical computer dedicated to run one or more services or applications to serve the needs of the users of other computers on a network. Depending on the computing service that it offers it could be a database, file, mail, print, web or application server to name a few.
- 2.13 Servers provide essential business services across a network to our users as well as providing public access via the internet.
- 2.14 In all, across the whole Council, we have around 280 Servers. We are at the early stages of a corporate virtualisation project which will eventually encompass around 40 servers.
- 2.15 Unix servers house and run many of the larger corporate business application such as the Integra finance system and SWIS, the Social Work Information System.
- 2.16 The MS Windows servers in the corporate estate are used as file servers, application servers (for both in house and 3rd party applications), e-mail servers and so on.
- 2.17 In schools, all 8 secondary schools have a Virtualized Server Cluster.
- 2.18 Each of the 50 primary schools has a Windows 2008 server.
- 2.19 The server infrastructure is monitored to optimise service delivery by ensuring maximum availability of servers and to ensure that their performance is maximised.
- 2.20 Core Microsoft server tools are used to manage service provision including Systems Centre Operations Manager (SCOM), used to monitor server performance and Systems Centre Configuration Manager (SCCM) which is used to manage software upgrades with alerts notifications enabled.
- 2.21 All of the Unix Servers are located within the Computer Suite in the Municipal Buildings or the disaster recovery suite. Many of the MS Windows servers are also located here including the e-mail servers, virtualisation servers for both Education and corporate as well as the main file servers.
- 2.22 Most servers have some form of RAID applied for resilience and the most critical business systems have disaster recovery machines located offsite.
- 2.23 All servers have some form of hardware maintenance contract – with response and guaranteed repair times dependant on the criticality of the server itself.

Programming Languages

- 2.24 New applications developed by the Council are generally developed using the C# programming language within the Microsoft Visual Studio / ASP.NET application platform.
- 2.25 There are also other programming environments used for new development work including Microsoft SQL Server Stored Procedures, and we support a number of web browser applications based using ASP programming

- 2.26 It is recognised that greater effectiveness and efficiency will be achieved by focusing on the latest web development technologies, so that consistency can be achieved and that we consolidate on cutting edge technology that the whole development team are using.
- 2.27 The Council has a number of legacy in house software applications which were created in the Delphi / Pascal environment and a project has been initiated to agree the best approach for moving these applications to a browser environment where they are still required for prolonged future use.
- 2.28 The project to look at a standard programming approach should also take into account the numerous small applications created by staff in various sections, typically using Microsoft Access. It is key that an assessment is carried out on the suitability of these applications in supporting Service Delivery. Systems Analysis or development work may need to be commissioned in order to mitigate the risks associated with staff using applications that are not centrally supported within the Council, or by an external provider.
- 2.29 The primary operating system and desktop application software, including e-mail, centres on the Microsoft Suite of products.
- 2.30 In the Server environment, both Microsoft and UNIX operating systems are used.

Project Management

- 2.31 Policy, Technology & Improvement will use appropriate project management methodology, as adapted in the developing Council's Project Management Guidelines. All projects will be managed in this way. Arrangements for project management are detailed in the tactical response on project management.

Business Continuity Planning (BCP)

Systems BCP

- 2.32 At present we have BCP planning assessments for some of the most business critical ICT systems which require to be regularly reviewed. The BCP assessment form has been redesigned to include customer acceptance and workaround processes. These are held within P, T & I and customers are consulted on the information the forms contain and have full access to the information on request.

Systems Testing

- 2.33 BCP Planning assessments are completed in conjunction with our customers and testing is carried out for all systems on an agreed basis, or after any significant system change. As part of the on-going review of business process we have identified the opportunity to implement a new online application where services can check the BCP Planning assessments for their systems including dates for review. All BCP documentation is completed to BS25999 standard, in line with advice from Gallagher Basset, Falkirk Council – Claim and Risk Management Advisors.

Data Storage

- 2.34 ICT storage enables us to store data on a physical disk, such as a hard drive or a tape backup.
- 2.35 Microsoft Windows Fileservers are used for data storage in the corporate environment. Data is stored centrally with offsite backups for business continuity purposes.
- 2.36 We use SUN hardware with Unix (Solaris) operating systems for a number of the primary business applications. A full backup regime is in place for all these servers on site and with tape backups also stored offsite.

- 2.37 In the Education environment, all primary schools have local file storage capability on a Microsoft Windows fileserver which is backed up centrally and all secondary school servers run on virtualized clusters.
- 2.38 We currently use CommVault Simpana software to manage our backups.
- 2.39 Storage for the Sun/Solaris environment is provided by disk arrays attached to the servers configured to provide automatic recovery of failing disks whilst maximising performance for the database technologies which are embedded in the applications housed on these servers.

Desktops

- 2.40 Currently the Council has approx. 9,400 desktop PCs. This comprises:
- 7,000 pcs within Education Services
 - 2,400 used elsewhere within the Council
- 2.41 In addition, we have approx.400 laptops with a small number of netbooks and tablet PCs.
- 2.42 All PCs, laptops, software and peripherals are procured via Policy, Technology and Improvement's Service Desk.

Telephony

- 2.43 The Council currently has over 4,000 land lines and 2,000 mobile phones.
- 2.44 The Council's main telephone system is BT Featurenet with additional mini-telephone exchanges (PABX) and direct exchange lines (DELS) where required e.g. schools.
- 2.45 Both land line and mobile phones usage is monitored in conjunction with Services to reduce unused connections and ensure best value.

Printers

- 2.46 Falkirk Council, in line with many organisations, now uses Multi-Function devices (MFDs) to deliver printing and copying services across the Council removing the need for separate printing facilities for all but the specialised applications. This is in line with the Green Computing Charter and has also reduced support overheads for printing.

Operating Systems

- 2.47 Microsoft operating systems are used as standard for all PCs, laptop, netbooks and smartphones. MS Windows 7 is the current standard operating system. Newer versions of the Windows operating system will be evaluated as these are released and may be adopted.
- 2.48 For Servers, MS Windows Server and Unix (currently SunOS) are the agreed standards for the appropriate hardware.

Integrated Office Software

- 2.49 The Council uses Microsoft Office as its primary integrated office software package. This enables us to share documentation with our partners and to integrate with the third party applications we use which require integrated office software.

Database Systems

- 2.50 Most of the applications developed in house have data stored in a Microsoft SQL Server database environment.

- 2.51 For purchased Corporate Software applications there is a split between SQL Server and Oracle database solutions, with many of the larger core applications based on Oracle and many Service specific applications running on SQL Server.
- 2.52 There are also two corporate applications which are based on the Ingres database system.

Reporting Tools

- 2.53 The Council currently uses a number of tools for designing and running reports from its information systems. These include:
- Cognos - for the HR/Payroll Resourcelink application;
 - Crystal Reports - for various in house and externally purchased applications;
 - Microsoft SQL Server Reporting (SRS) - for our new web browser based applications and Microsoft SQL Server data.

Software and Applications

- 2.54 To deliver all business functions, a wide range of purchased and in-house developed software applications are used by the Council. There are a core set of key applications that support essential Council services such as Payroll, Pensions, HR, Finance & Budgeting, Social Work, Complaints Management, Document Management, Revenues and Benefits. Additionally, there is a sub-set of smaller application systems which are specific to individual Services.
- 2.55 Although most of the systems have been purchased and are externally supported by the suppliers, we do have some systems that have been developed in-house e.g. Pensions Administration System (PAS) and Social Work Information System (SWIS). The following applications are deemed critical to the Council:

• ACR Cash Receipting	• Integra	• Saturn
• AIM Income Management	• Integrated Housing Management System	• SCUBA
• AIMS	• Internet	• Seimens Desigo
• Alice	• Intranet	• Sheriff Court Database
• ASBO	• Kalamazoo Cheqflow	• SCRO
• AvantGuard	• Landlord Registration	• SWIS
• BACS	• Liquor	• PSTM
• Chip & Pin	• LS/CMI	• Softbox
• CMIS & HR Online Forms	• M3	• Sage Act
• COINS	• Mesals	• Save

• Coster	• MyView	• Seemis
• CRM	• Maytas	• SEP
• Digros	• Micropress	• Simpana
• DS	• Net2 Access Control	• Shuttleworth
• Epilog	• Non Domestic Rates	• Sundry Accounts
• E-Planning	• Oasis	• Taxi
• Eros	• Profess	• Telebank
• Exchange	• Open Revenues and Benefits	• Tell us Once
• FER	• PAS	• TREND 963
• Fraud	• PressTek	• Uniform
• Gas Call	• Propman	• WDM
• Gas Maintenance	• Rapid Response	• Winscribe
• IAG	• RoadNet	
• ICELERT	• Resourcelink	

Web Content Management

- 2.56 The Council's current website uses the Contentis Management System, at a cost of c£10,000 per annum. The new website will be built on a .net framework using tools sourced at no cost to the Council.

Hardware and Software Inventory

- 2.57 An inventory is kept of all hardware and software in use, collected and maintained using Microsoft's SCCM.

Sustainable ICT

- 2.58 Falkirk Council is committed to sustainability in a number of ways including:

- Reducing energy use
- Reducing Carbon emissions
- Reducing the amount of waste generated
- Tackling climate change

- 2.59 We have embraced the Sustainable Falkirk Action Plan of 2006 and adhered to the Green Computing Charter in order to comply with the goals of the Council. To date, we have:

- Reduced carbon emissions by implementing an automatic shutdown of PCs across the Council in the evenings and over weekends

- Installed Multi-Function Devices to replace printers and copiers across the Council
- Replaced an old inefficient cooling system in the Computer Suite with modern air conditioning units which allow greater climate control and use 40% less energy
- Consolidated servers where possible to promote better value, save energy and reduce heat output and comply with the forthcoming European Code of Conduct for the operation of Data Centres
- Disposed of hardware responsibly and in accordance with the WEEE Directive and recycled equipment where possible
- Extended the lifecycle of PCs and other ICT assets from 3 years to 4 years to take advantage of cost savings and reduce waste
- Implemented a home/remote working solution which reduces travel between sites and between home and work
- Increased the use of flat LCD monitors to replace the less energy efficient CRT monitors.

Service Desk

- 2.60 The current Service Desk arrangements have been in place within the Council for over 10 years and are in the process of change and transition. The Service Desk provides:
- A first line of contact for all ICT issues which is knowledgeable and capable
 - Timely responses to queries, incidents and problems
 - Effective resolution to queries, incidents and problems at first point of contact wherever possible
 - A good impression of the service as a whole
 - Reliable information to improve customer confidence in the service
 - An overall improvement in the quality of service provision
 - Effective call transfer and escalation to ensure timely and accurate fault resolution and business continuity.
- 2.61 In any organisation which provides a Service Desk facility to log and resolve ICT faults and service requests for customers, the key objectives are to:
- Manage and take ownership of all calls logged throughout their lifecycle
 - Provide a professional interface between customers and the service
 - Provide first level it service support
 - Provide management information on service provision to assist in informing decision making for the service, the ICT strategy and the Council as a whole.
 - Turnover of staff and the costs and resource implications which this brings with it should be reduced.