Corporate Policy and Strategy Committee

10am, Tuesday, 5 November 2013

ICT and Digital strategy

Item number	7.4
Report number	
Wards	All

Links

Coalition pledges	P15, P28 and P33
Council outcomes	CO23, CO24, CO25, CO26 and CO27
Single Outcome Agreement	SO1, SO2, SO3 and SO4.

Alastair Maclean

Director of Corporate Governance

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Executive summary

ICT and Digital strategy

Summary

- An outcome driven rather than a technology driven Information and Communication Technology and Digital (ICT&D) strategy has been developed for the City of Edinburgh Council.

- An effective ICT&D strategy is necessary to ensure that we have the correct technology in place to enable Edinburgh to be a city empowered by its use of ICT and Digital services.

Recommendations

It is recommended that Corporate Policy and Strategy Committee:

- approve the ICT and Digital strategy;

- note the Wave 1 plans;

- note the proposed launch events; and

- approve on-going engagement to ensure the strategy remains informed by the views of stakeholders (e.g. citizens and businesses) and is based on accurate data.

Measures of success

- Measures of success will be improvements in customer satisfaction for ICT service provision and with wider Council service offerings enabled through the use of ICT and Digital.

Financial impact

- There are no financial impacts arising from this report.

Equalities impact

- The implementation of the strategy will assist the Council to deliver key equalities and rights outcomes and meet the public sector equality duties to advance equality of opportunity and foster good relations through the provision of more inclusive services.

Sustainability impact

- The strategy will encourage the reuse of technology when possible and promote the use of technology in ways that reduce the carbon footprint of the Council supporting its Sustainability strategy.

Consultation and engagement

- A key element of the development of the ICT strategy is engagement and this will continue with stakeholders to ensure that ICT and Digital services meet their needs.

Background reading / external references

- ICT Strategy Development, Corporate Policy and Strategy Committee, 4 December 2012

- ICT Update, The City of Edinburgh Council, 13 December 2012

- ICT & Digital Transformation Programme Update, Finance and Budget Committee, 19 September 2013

- Relevant external references include:

    - McClelland Review of ICT Infrastructure in the Public Sector in Scotland;

    - The Local Government ICT Strategy for Scotland;

    - National ICT Strategy: Scotland's Digital Future – Delivery of Public Services; and

    - Christie Commission – Commission on the Future Delivery of Public Services.

Report

ICT and Digital strategy

1. Background

1.1 It is important that ICT and Digital (ICT&D) solutions are used to improve service delivery and enable the City of Edinburgh Council to meet the needs of its stakeholders.

1.2 The ICT&D strategy has been developed to define how ICT and Digital will support the Capital Coalition Commitments, the Council's strategic needs and enable transformational change.

1.3 In addition, the strategy addresses the requirements identified by the Chief Internal Auditor in the 2012/13 year end report, approved by Governance, Risk and Best Value Committee on 29 September 2013, to improve the management of the Council's current strategic and changing information needs. This requirement was reaffirmed in Audit Scotland's review of ICT in May 2012.

2. Main report

2.1 The ICT&D strategy (Appendix 1) has been developed as a guide for how the City of Edinburgh Council will design its ICT&D services to deliver positive outcomes for its stakeholders. It defines the Council's vision, key principles and overall direction of travel for ICT&D services.

Outcome focused

2.2 To enable the Council to be more agile in its ability to deliver customer focused solutions, the strategy is business-driven and action-orientated. Separate implementation 'wave' plans will be developed to reflect the changing needs of stakeholders whilst ensuring consistency in the delivery of the strategy.

2.3 The first implementation plan for 'wave 1' is included in Appendix 2. The 'wave 1' plan is fully aligned with the strategy and reflects the current ICT&D Transformation programme, providing the focus for 2013/14.

Communication and Promotion

2.4 Subject to approval by the Corporate Policy and Strategy Committee, it is intended that there will be a programme of events to launch the strategy. The intended audience will be stakeholders of the strategy and representatives from the IT industry. In addition, it is intended to develop a web version of the strategy.

3. Recommendations

3.1 It is recommended that the Corporate Policy and Strategy Committee:

3.1.1 approve the ICT&D strategy;

3.1.2 note the Wave 1 plans;

3.1.3 note the proposed launch events; and

3.1.4 approve on-going engagement to ensure the strategy remains informed by the views of stakeholders (e.g. citizens and businesses) and is based on accurate data.

Alastair Maclean

Director of Corporate Governance

Links

Coalition pledges	P15 - Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors P28 - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the city P33 - Strengthen Neighbourhood Partnerships and further involve local people in decisions on how Council resources are used
Council outcomes	CO23 - Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community
	CO24 - The Council communicate effectively internally and externally and has an excellent reputation for customer care
	CO25 - The Council has efficient and effective services that deliver on objectives
	CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives
	CO27 - The Council supports, invests in and develops our people
Single Outcome Agreement	SO1 - Edinburgh's Economy Delivers increased investment, jobs and opportunities for all
	SO2 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health
	SO3 - Edinburgh's children and young people enjoy their childhood and fulfil their potential
	SO4 - Edinburgh's communities are safer and have improved physical and social fabric
Appendices	Appendix 1 – ICT&D strategy Appendix 2 – Implementation Plan

Empowering Edinburgh

Our ICT and Digital Strategy

Empowering Edinburgh – Our ICT and Digital Strategy

Purpose of this document

The new Information and Communication Technology (ICT) and Digital strategy has been developed as a guide for how the City of Edinburgh Council designs its ICT and Digital (ICT&D) services and structures to deliver positive outcomes for it's customers.

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

For the full picture of how ICT&D services are being deployed across Edinburgh please read this document in conjunction with the current version of The City of Edinburgh Council's ICT and Digital Strategy Implementation Plan.

This document covers the following elements:
- Developing the approach
- Vision
- Strategy
- Principles
- Reference architecture
- Business functions
- Sourcing strategy
- Capabilities
- Governance
- Quality and standards
- Continuous improvement and innovation
- Adding value to our customers.

Introduction

Information, Communication Technologies and Digital (ICT&D) services are a key enabler for supporting the City of Edinburgh Council's contribution towards Edinburgh being a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced. ICT&D will also support the development of a more co-operative and prosperous Edinburgh that benefits every individual and community.

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

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

Developing the Approach

In seeking to define how best to develop a new approach to ICT and Digital services, it was identified that the focus should not be on technology, but on customer and business drivers.

This document has been developed by engaging our customers and allowing their feedback to set our direction of travel. This is the start of our journey and regular pro-active engagement with our customers will continue to be inherent in everything we do to ensure our priorities are driven by their needs. On top of this we will work with customers to co-design our services, ensuring that the user experience is tuned to their needs.

In addition to customers needs, our ICT&D services will be business driven and our approach has been developed to align, support and enable the realisation of the objectives of the Scottish Government and those specific to the Council; such as, our Capital Coalition Commitments, the Council's Strategic Objectives and the Green Digital Charter.

This new approach seeks to place ICT and Digital services in line with the broader aspirations of the Council. It will ensure ICT and Digital services become an enabler and act as a launch pad for transformation across the Council, by improving outcomes for customers and adding value to their contact with the Council.

Our Vision

Our ICT and Digital vision is for an:

Empowered Edinburgh, where Edinburgh is a city empowered through its use of ICT and Digital Services.

The vision is based around our key customers groups along with the Council's Strategic Outcomes and Capital Coalition Commitments, to ensure that the strategy is customer and business driven.

The Council is an efficient and effective organisation and a great place to work.

Edinburgh's children and young people enjoy their childhood and fulfill their potential.

Health and wellbeing are improved in Edinburgh and there is a high qualitiy of care and protection in place for those who need it.

"Edinburgh is a successful and sustainable capital city."

Edinburgh's economy delivers increased investment, jobs and opportunities for all.

Edinburgh is an excellent place in which to live, study, work, visit and invest.

Empowered Edinburgh

Empowered Visitors
"A city where technology is used to make my visit easier and more enjoyable."

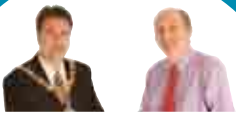**Empowered Learners**
"Our schools use technology well, really improving teaching."

Empowered Partners
"Technology makes a real difference to the way we provide joined up services to the people of Scotland."

Empowered Services
"Our use of technology means that we provide improved services which are easier for customers to access."

Empowered Elected Members
"ICT allows me to interact with citizens to better understand and meet their needs."

Empowered Management
"ICT provides me with the information and tools I need to manage an effective and efficient organisation."

Empowered Workforce
"ICT helps make my role easier and allows me to engage effectively to improve my work."

Empowered Citizens
"ICT enables me to interact with the Council through my choice of technology and keeps me informed on the things that matter."

Empowered Businesses
"ICT makes Edinburgh an even more attractive place for doing business."

Our Strategy

The City of Edinburgh Council's Strategy to deliver the vision for ICT & Digital services is:

to focus on understanding our customer needs in order to deliver outcomes that matter to them.

Our ICT&D Strategy is business driven and action orientated. The diagram below summarises our operating model to support the empowering of Edinburgh through the use of ICT and Digital.

By defining our approach on the benefit that different customers will gain, through the use of ICT and Digital, we will maximise the value that can be delivered by our reducing resources. This will help us to deliver a 'One Council' focus to designing and sourcing our ICT and Digital whilst allowing customer-driven delivery: what the Council needs to deliver the service where the customer needs it.
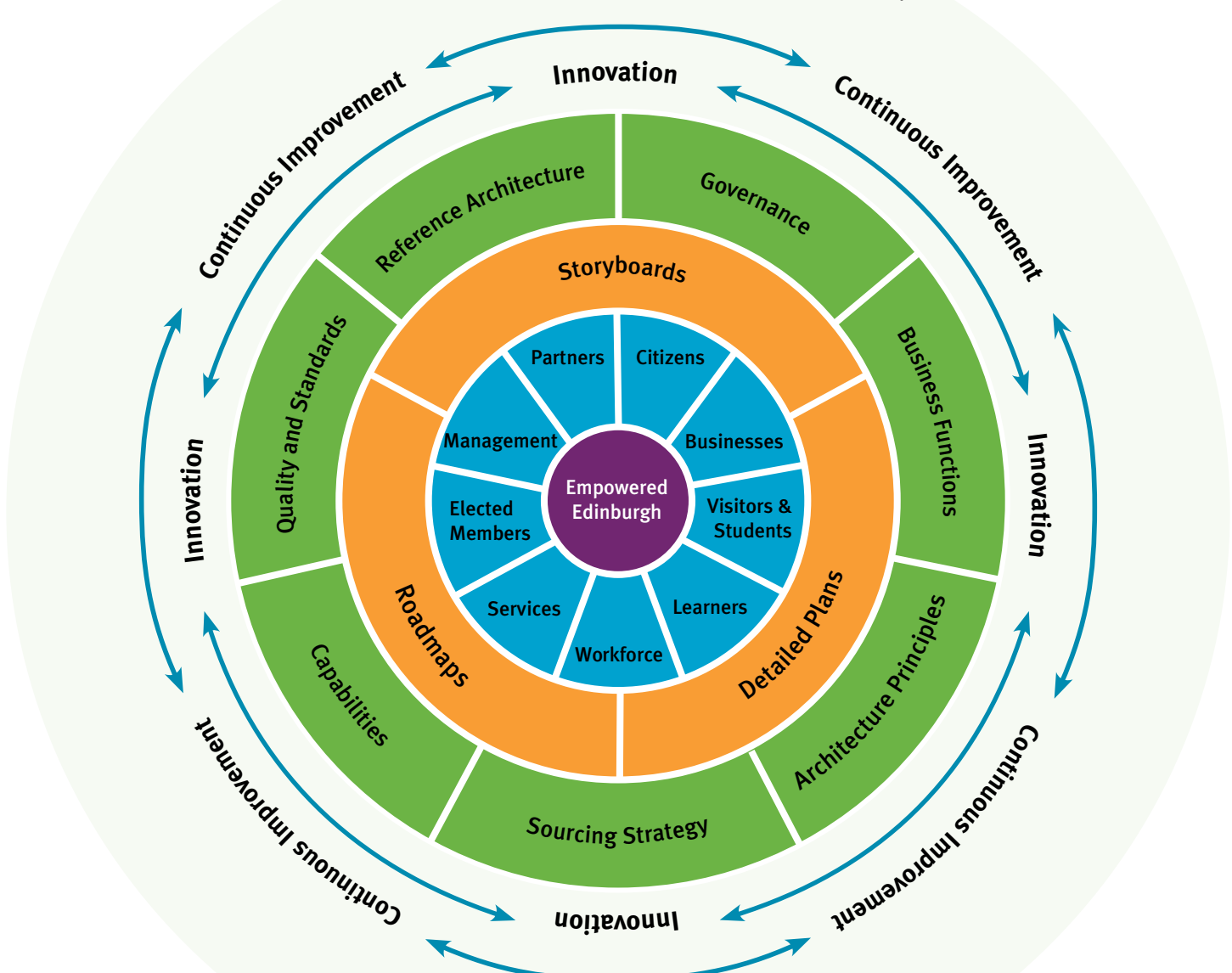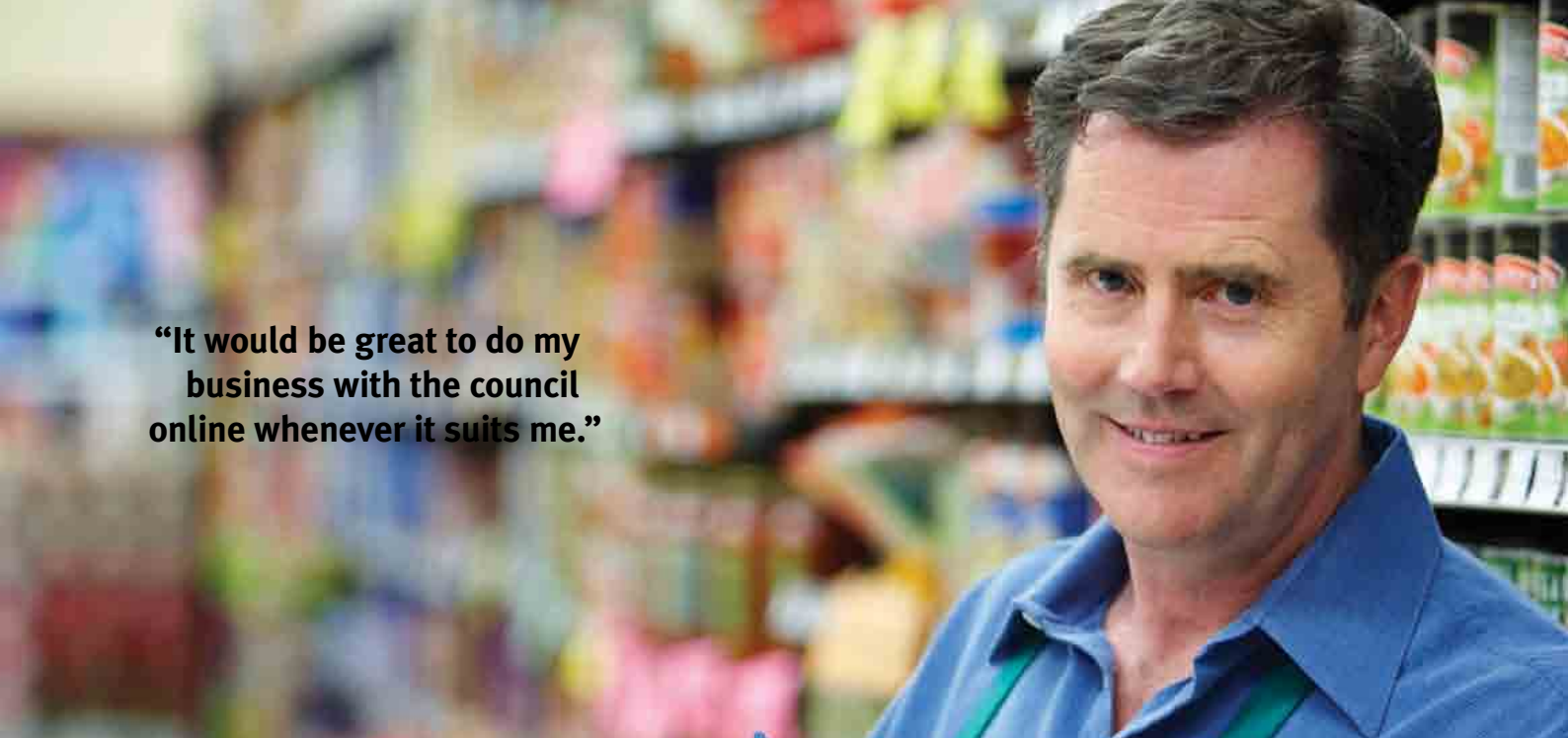
"It would be great to do my business with the council online whenever it suits me."

"Having the technology to improve engagement with citizens would be beneficial. We need to make our engagement as accessible and wide ranging as possible"

"I would like to easily share more information between partner organisations to ensure we provide joined up services."

How we will deliver – our operating model

The operating model explains 'how' the City of Edinburgh Council will deliver its ICT and Digital Services in order to empower Edinburgh. The operating model is comprised of the following elements:

- Principles
- Reference architecture
- Business functions
- Sourcing strategy
- Capabilities
- Governance
- Quality and standards
- Continuous improvement and innovation
- Adding value to our customers.

The principles for ICT and Digital Development

The approach the Council will take to the designing, sourcing and delivery of ICT and Digital is defined in 19 key principles.
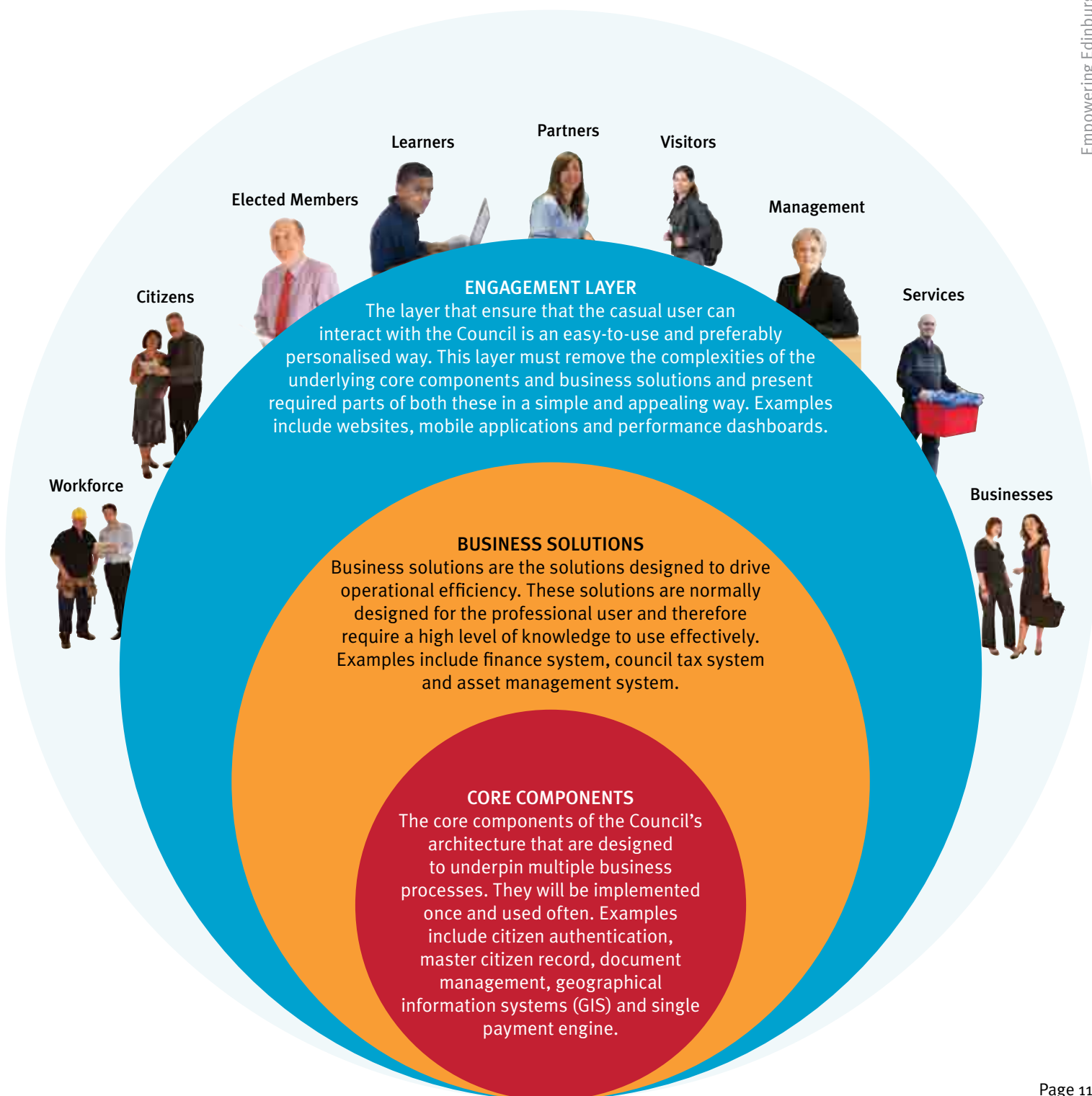
Above these sits a single guiding principle:

the use of ICT and Digital by the Council must add value to the customer; whether a citizen, a business, a partner organisation or other service within the Council.

PRINCIPLES	DESCRIPTION
Principle 1 **Ease of use**	The design and implementation of ICT and Digital architecture will focus on ease of use to ensure that services are accessible to all.
Principle 2 **Alignment of ICT to business**	The ICT and Digital architecture will be aligned with the City of Edinburgh Council's business vision, objectives, Capital Coalition Commitments and strategies and will support the business operations.
Principle 3 **Single point of view**	The ICT and Digital architecture will enable solutions that provide a consistent, integrated view of citizens, properties or businesses, regardless of access point.
Principle 4 **Multi- Channel Customer Service**	Citizens will be able to access services through their choice of channel and have a consistent user experience across all channels.
Principle 5 **Reuse, then buy and only build as a last resort**	ICT assets will be reused when possible, then purchased where available, and only built as a last resort.
Principle 6 **Technology and vendor-independence**	The ICT architecture will be designed to reduce the impact of technology changes on the business, as well as being resilient to change.
Principle 7 **Innovative and agile**	The ICT architecture will incorporate flexibility to support changing business needs and enable evolution of the architecture and the solutions built on it. ICT will also adapt to changing business requirements and developments in this fast moving market place. The ICT architecture will readily support incorporation of new technologies to allow innovation in the way we use technology in order to benefit customers.
Principle 8 **Strategic use of relationships (Working with Partners and businesses)**	The ICT architecture will leverage strategic relationships with other businesses and vendors to facilitate building and evolution of the IT architecture.
Principle 9 **Integrated solutions**	ICT architecture will support the delivery of business solutions composed of integrated application and infrastructure components to provide a consistent user experience.

PRINCIPLES	DESCRIPTION
Principle 10 **Interoperability**	Software and hardware should conform to defined standards that promote interoperability for data, applications and technology.
Principle 11 **Scalability**	Technology should be scalable in order to provide the ability to respond to user needs. For example, increase in user numbers or requirement to handle more data.
Principle 12 **On demand**	Business processes must be integrated end to end with key partners, suppliers, and customers. The City of Edinburgh Council must be able to rapidly respond to any customer demand or market opportunity.
Principle 13 **Leverage industry knowledge**	The ICT architecture will leverage industry best practices.
Principles 14 **Open standards**	The ICT architecture will use open industry standards wherever practical.
Principles 15 **Governance**	Compliance to and evolution of the architecture will be managed through controlled governance processes.
Principle 16 **Data Protection**	All components of the computing environment must maintain confidentiality and integrity of the information that is used to conduct business, with decisions based on data classification.
Principle 17 **Cost performance**	The ICT architecture will be managed to ensure the cost effectiveness of the information and technology environment to ensure it provides value for money.
Principle 18 **Managed Risk**	Risk and security controls should be balanced according to business objectives – security controls should be proportionate to risk. In addition, security should be user transparent and not cause users undue extra effort.
Principle 19 **Consumer of Shared Services**	Our ICT service does not aim to provide services to other organisations, but may consume Shared Services from other local authorities providing it is the appropriate solution for Edinburgh.

Reference Architecture

At the heart of the ICT and Digital Strategy is a business reference architecture that lays out the fundamental design of the Council's ICT and Digital services going forward. The business reference architecture has three simple layers, each designed to play their own unique role in supporting the Council's key customers. The three layers are Core Components, Business Solutions and Engagement Layer.

Learners

Partners

Visitors

Elected Members

Management

Citizens

Services

Workforce

Businesses

ENGAGEMENT LAYER
The layer that ensure that the casual user can interact with the Council is an easy-to-use and preferably personalised way. This layer must remove the complexities of the underlying core components and business solutions and present required parts of both these in a simple and appealing way. Examples include websites, mobile applications and performance dashboards.

BUSINESS SOLUTIONS
Business solutions are the solutions designed to drive operational efficiency. These solutions are normally designed for the professional user and therefore require a high level of knowledge to use effectively. Examples include finance system, council tax system and asset management system.

CORE COMPONENTS
The core components of the Council's architecture that are designed to underpin multiple business processes. They will be implemented once and used often. Examples include citizen authentication, master citizen record, document management, geographical information systems (GIS) and single payment engine.

Each of the three layers are vitally important to the Council achieving an accessible, scalable, flexible and functional architecture at a minimised cost of ownership. The Council has therefore applied the following principles when implementing its Business Reference Architecture.

REFERENCE ARCHITECTURE	DESCRIPTION
Improve the customer experience	Use the organisations collective knowledge of individual stakeholders to ensure that all engagements are as personalised and customer centric as possible.
Fit for Purpose Core Components	Invest in delivering fit-for-purpose core components, and then ensure 100% use wherever the function they perform is required. For example, the Council will have one solution to authenticating a citizen and will always use this where a citizen is required to prove their identity to complete a transaction with the Council.
Proactively share core components and business solutions	Proactively seek to share its core components and business solution with other local authorities or wider parts of the public sector. Ideally, the City of Edinburgh Council would not own or manage any of these, instead it would consume the services from across public sector shared services or directly from a commercial source. The Council acknowledges that to achieve this it may be necessary to adjust its business processes to comply with the standard processes provided.
Minimise the number of business solutions	Strive to minimise the number of business solutions used with the aim of delivering best-in-class, joined up, efficient processes, whilst minimising the requirement to interface between business solutions.
Interface/Integrate	Where interfacing/integration is required between any elements of the architecture the Council will require the solution provider to support an SOA/API approach therefore minimising the Council's total cost of ownership.
Business Solution will have vendor supported APIs	Ensure that, where required, the business solutions or core components will make there processes available to the engagement layer via fully supported, presentation layer independent, APIs.
Invest in Engagement Layer	Invest to make the engagement layer robust, responsive, scaleable, flexible and channel independent. This will allow the Council to react quickly to the changing behaviours and needs of our citizens, local businesses and other key stakeholders. The objective will be to attract people to use on-line channels wherever possible, striving for 'digital by desire'.
Consistent user experience through engagement layer	Use the engagement layer to ensure that our stakeholders receive a consistent and high quality service regardless of their channel of choice, including face-to-face, phone, email, and on-line.
Make our services available on other channels	Make its high volume services available to authorised non-Council channels (e.g. YoungScot) and work with these channels to ensure that these services are available where our citizens and local businesses find most useful. This 'white labelling' approach will maximise the adoption of our on-line services by target stakeholders.

"It's great to be able to use technology every day in school, wherever and whenever our class wants to."

"I'd find it really helpful if our ICT team could help us bring fresh ideas on what technology is out there to help improve how we work"

"If the Council could help make Edinburgh a more innovative city then it would be a more attract place for doing business."

Business Functions – Solution Requirements

The core component and business solution elements of the reference architecture are vital to the smooth running of our ICT and Digital Services. In order to understand our IT estate, information on core components and business solutions across the Council will be maintained in an Information Asset Register.

It is important that business solutions, core components and business solutions remain up-to-date, reliable and fit for purpose. Where practical, any duplication in solutions will be removed and where gaps are identified, suitable solutions will be implemented. To ensure the core components and business solutions meet the needs of our stakeholders, the focus will be on managing systems which professional users have identified as strategic and operationally critical. A 'Current State' analysis has identified how up to date our systems are, what improvements in functionality service areas would like and how the systems are being supported, to enable the proactive management of systems towards the 'Future State'.

It is not thought practical to source one solution that meets all the needs of CEC, therefore, best of breed business solutions will be sourced and interfaced as required.

Business Solutions will be sourced in logical groupings designed to minimise the number of solutions and interfaces whilst not compromising the desire to deliver best in breed solutions. The table below outlines the three suggested groups along with an explanation.

BUSINESS FUNCTIONS	DESCRIPTION
Generic Business Solutions	Solutions used by all, or most organisations, for example, HR, payroll, finance. The Council's preferred approach is to source these from public sector wide shared services or generally available commercial sources. In order to achieve, the Council will be open to adjusting processes to achieve uniformity and best practice.
Local Authority Specific Solutions	Solutions that all or most local authorities require, for example, environmental management, council tax collection. The Council's preferred approach is to source these as part of collective group of Scottish Councils. In order to achieve this, the Council will be open to adjusting processes to achieve uniformity and best practice.
Edinburgh Specific Solutions	Solutions that meet unique CEC business needs for the City of Edinburgh Council. The Council will provide/procure its own IT service for these solutions. CEC will work to minimise the number of these.

Sourcing Strategy

The City of Edinburgh Council's approach to sourcing ICT products and services is an important aspect of how it will deliver its ICT Vision and ensure Value for Money is achieved.

Current ICT market trends (e.g. Cloud computing) mean that it is not practical to think that a single supplier approach will deliver the best results for the City of Edinburgh Council. Making use of the market will allow the Council to take advantage of 'best of breed' services and harness external capabilities and innovation.

As a result, the Council will have a stronger commissioning and integration role as more activities are bought in, on demand, to support the Council's ambition going forward.
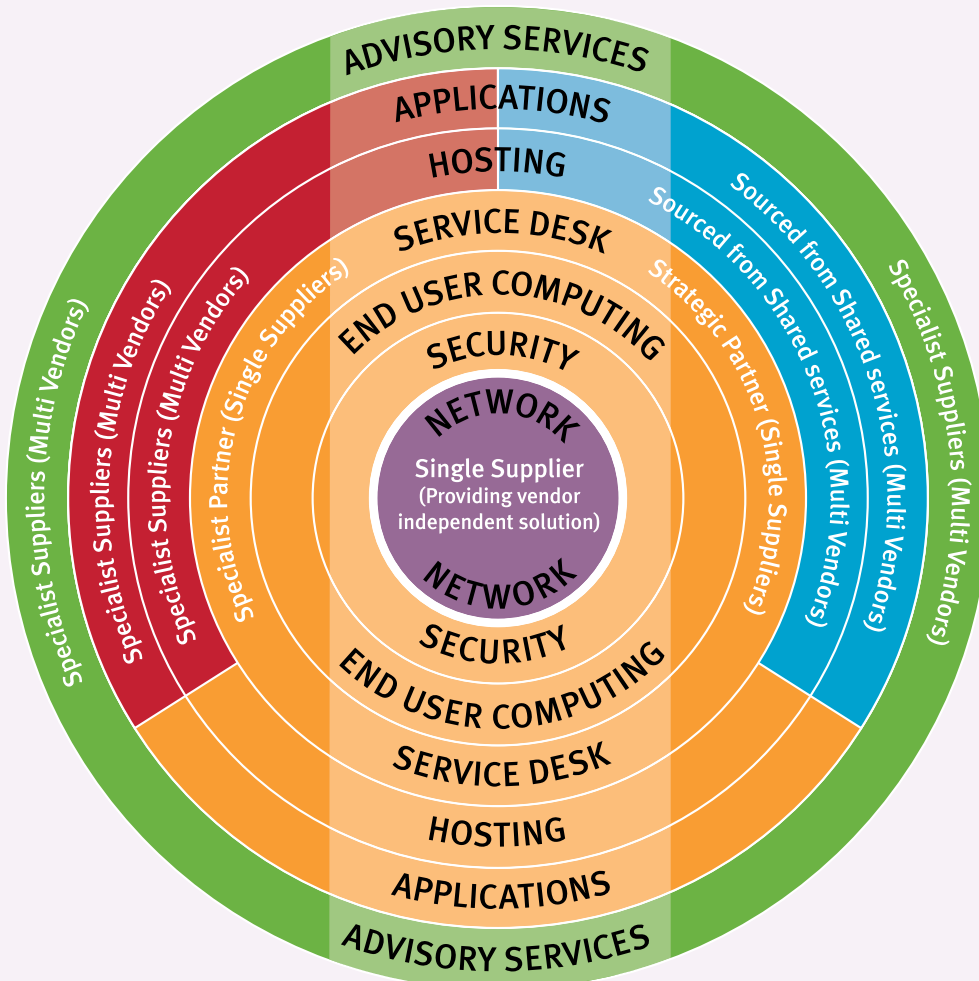
An outline of the sourcing strategy is provided below which demonstrates how the combination of single supplier and multi vendor solutions will be utilised through strategic partnerships, shared services and specialist suppliers, to deliver best value for the Council.

In summary, there are a number of guiding principles for the sourcing strategy.

SOURCING STRATEGY	DESCRIPTION
The City of Edinburgh Council will be a consumer not producer	The City of Edinburgh Council will actively look to share ICT services with other Scottish public sector organisations, but does not have the desire to become an ICT service provider.
Supporting Scottish Small to Medium sized enterprises (SMEs)	Scottish SME's should be encouraged to participate in the provision of Council ICT services, as entering into relationships with SME's who are innovative will add significantly to the ICT services delivered.
Building flexible partnerships	The City of Edinburgh Council will strive for contractual flexibility set against a backdrop of long term partnership working. Building mutually beneficial partnerships with other public or private organisations also provides 'on demand' access to the capability, capacity, experience and innovation that will enable us to expand and contract to meet changing service needs.
Focus on outcomes	Wherever practicable, services should be bought as end-to-end services measured against the effectiveness of delivering business outcomes.
Strategic Alignment	All ICT solutions must meet the criteria of the ICT Strategy, and in particular this sourcing strategy, and will require CMT sign-off if there is a reason why those criteria can not be met.
Governance: Design Authority and Procurement	The City of Edinburgh Council will operate a clear governance arrangement for the procurement of ICT and Digital services, referenced through the Design Authority and its Procurement service, to ensure that the principles of ICT and Digital Development are adhered to.
Open Data	All data will be able to meet the 5 star rating for Open Data.

"If technology could help me provide services in real time for customers it would provide a better service as well as being more efficient."

"I want to be confident in our IT and know that it will support our business, no matter how ambitious we want to be"
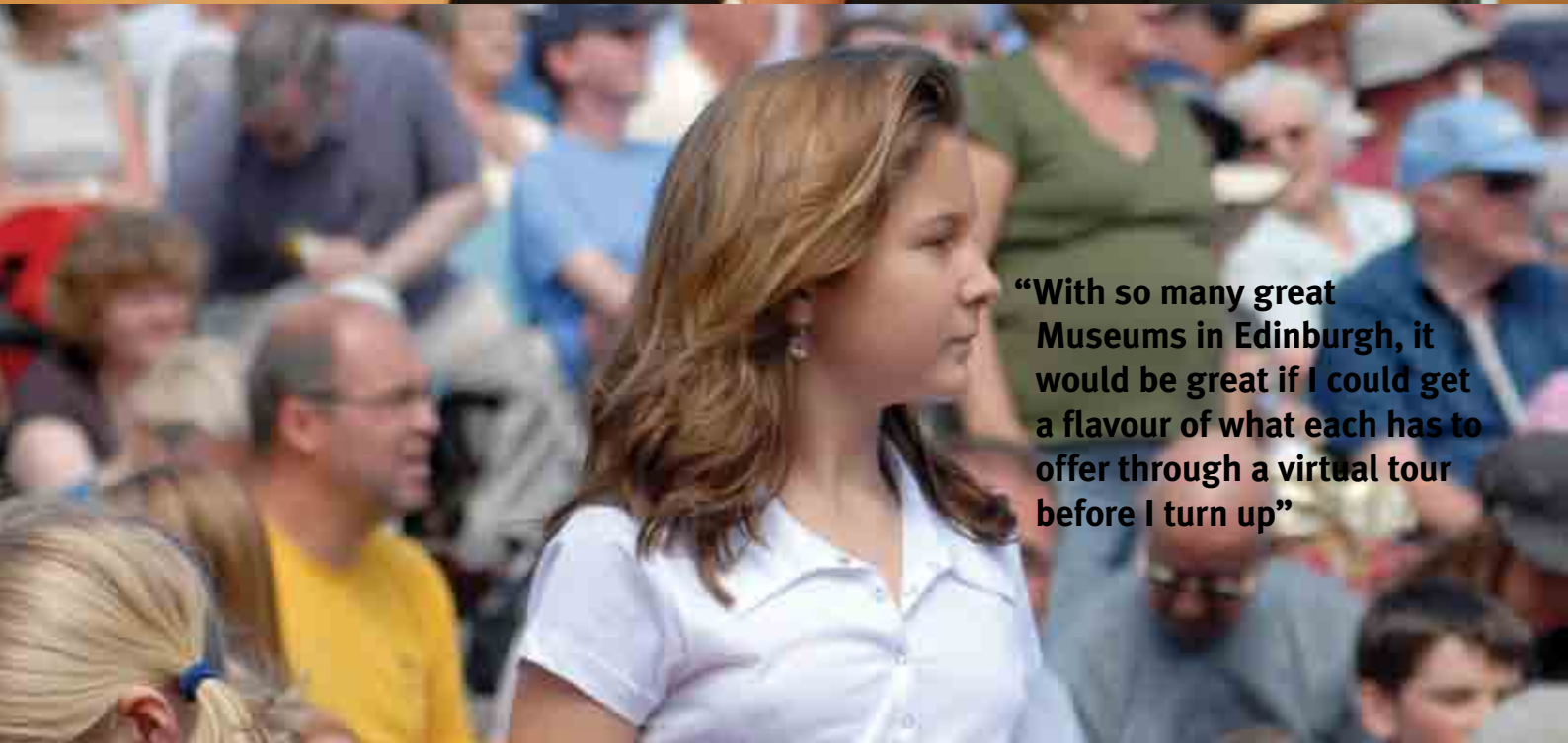
"With so many great Museums in Edinburgh, it would be great if I could get a flavour of what each has to offer through a virtual tour before I turn up"

Capabilities

The Council requires to have easy access to ICT and Digital resources, with the appropriate capability and experience, which are committed to meeting and exceeding the needs of our organisations and its customers.

Our sourcing strategy enables the Council to have access to external expertise to ensure our services continually, and sustainably, develop and keep up with a rapidly changing technical environment.

In addition, to the external skills that are required there has been the need to understand the current capabilities within the Council's own ICT Solutions team and to understand what skills, knowledge and experience we need, where and when. The objective is to have the correct skills that the Council can access to ensure ICT Solutions meets the needs of its customers.

A number of key capabilities have been identified in the table.

INTERNAL CAPABILITIES	DESCRIPTION
Reliable project delivery	The ICT Programme Office will take a proactive role in management and overseeing progress for ICT and Digital projects. It will provide a clear understanding of issues and address areas of poor delivery. This structured approach to reporting and management of portfolios will be a key enabler for consistent high delivery of ICT programmes and projects.
Supply management	It is important that relationships with suppliers are managed to ensure these are efficient and effective. To support our sourcing strategy, the Commercial Team in ICT Solutions will be responsible for supplier management.
Alignment and coordination	A key element of the ICT and Digital strategy is to ensure alignment with the ICT industry and peers including, local authorities and public sector organisations, in order to share best practice and help solve common problems.
Change Management	Our preferred approach to manage business change in ICT is through agile project management and delivery techniques. In addition, Prosci, the Council's adopted change management methodology will be adopted.
Business Analysis and Engagement	The relationship management function will provide the engagement with stakeholders to help understand their needs and requirements.
ICT Architecture	The ICT Architecture will be managed by the Design Authority.
Digital Development	Developing our ability to deliver digital content at pace.

ENABLING CAPABILITIES	DESCRIPTION
Innovation	Many developments in ICT and Digital are disruptive in nature. For the Council to match stakeholder expectations and realise benefits for them it is recognised that it needs to dedicate time and resource to innovation.
Customer Focus	The Council will adopt a customer-focus approach: helping services to focus on their customer. That means thinking about them when decisions are made, policies are implemented, and services are delivered.
Demand Stimulation	Understanding the demand for connectivity can play a major part in breaking down the barriers to providing access. The Council will work to support demand stimulation activities.
Assisted Digital	Assisted Digital is the help the Council can give to ensure that those who wish to access digital services are not unintentionally excluded from doing so. Provision will vary dependent on the service.
Training	In deploying new ICT and Digital solutions it is recognised that training plays a critical part in the success of the deployment. It is also important that trends in ICT and Digital are understood. A broader training and information programme will be developed to support ICT and Digital Services.

Governance

The governance structure within which the Council's ICT and Digital Services will operate is outlined below.

Corporate Policy and Strategy Committee

Finance and Budget Committee

ICT & Digital Strategy

Elected Members Sounding Board

Assurance and Audit
Corporate Programme Office
Internal Audit
Audit Scotland

Corporate Management Team

Governance below this line is specific to ICT & Digital Services

ICT & Digital Board

Supplier Management Boards

Change Board

Directorate Digital Boards (user groups)

Web and Customer Experience Board

Technology Inovation Board

GOVERNANCE	WHAT IT DOES
ICT and Digital Board	The ICT and Digital Board will: • Ensure ICT is aligned with the Council's business objectives • Ownership of Council wide ICT Strategy and its implementation • Prioritisation of ICT change programme • Drive ICT stakeholder engagement and communication • Review of overall ICT performance against KPIs and PIs • Ensure ICT benefits are realised • Management of high level ICT risks and issues • Tracking and improvement of customer satisfaction
Technology Innovation Board	The Technology Innovation Board will: • Create a technology innovation culture across the Council • Provide forum to enable third parties to pitch innovative concepts to the Council • Recommend the adoption of innovative use of technology • Provide a forum for driving cross-departmental re-use and sharing of systems/resources
Supplier Management Boards	• Day-to-day management of all activity undertaken by ICT supplier • Detailed review of ICT supplier service/project performance • Detailed review of ICT commercial performance
Change Board	The Change Board will: • Ensure all ICT change is prioritised and managed • Ensure the potential impact of any ICT change is fully understood and the risks are managed
Directorate ICT and Digital Boards	The directorate ICT and Digital Boards will: • Ensure that ICT service and workplans are aligned to the directorate needs • Ensure ICT&D Strategy is aligned to directorate needs • Approval of projects valued below £N where funded from directorate budget • Review of ICT performance for directorate • Provide a focal point for discussions on proposals for change within a directorate • Responsible for ensuring the correct governance is in place for every ICT project (where the directorate is the taking the lead) • Tracking and improvement of customer satisfaction within directorate
Web and Customer Experience Board	The Web and Customer Experience Board will: • Ensure compliance with council and government web standards and strategies • Decide on web and social media developments • Review and agreement of digital initiatives • Implement, and review, web strategy • Monitoring web performance • Ensuring customer experience is leading the development of digital services, including an ongoing programme of continual improvement

Quality and Standards

The City of Edinburgh Council is focused on the outcomes delivered by ICT and Digital Services and therefore, has focused on only proscribing what is required to ensure high quality, scalable and flexible ICT and Digital services.

QUALITY AND STANDARDS	DESCRIPTION
Vendor supported APIs	Ensure that, where required, the business solutions will make there processes available via fully supported, presentation layer independent, APIs, built to the Representational state transfer (REST) standard.
Security Rules	Adopting best practice approaches for security management to protect users, customers, partner organisations and the Council, drawing on Government best practice from the Government Digital Service and other associated bodies.
Information Management	Adopting best practice approaches for information management and working towards information security (ISO 27001 and ISO 27002) and records management standards (ISO 14589).
Identity Access Management	SAML 0.2 will be the standard used for authentication.
Website Management	Our preferred approach to websites will be responsive in order ensure that content can be displayed the customers choice of device.
Agile	Our preferred approach to manage business change in ICT is through agile project management and delivery techniques.
Cloud computing	To support a more cohesive infrastructure as well as the sharing and re-use of services/solutions, we will explore cloud computing with the aim of increasing our agility and reducing the cost of ICT.
End user device	The Council's aim is that as much as possible, the workforce will be able to work from any location on any suitable Council or non-Council end-user device through a defined Mobile Device Management strategy.
Green ICT	ICT will be used to maximise efficiency, minimise environmental impact and support the wider Council carbon reduction policies, as well as supporting the Green Digital Charter.
Information strategy	To recognise the value of information that it holds, the Council will optimise secure, efficient, open and safe creation and use and re-use of information assets.
Channel Shift	The Council is committed to providing easy-to-use, trusted and flexible information and transactional services that support our 'digital by desire' approach. For those for whom digital channels are less accessible we will ensure access is maintained through a network of 'assisted digital' service provision.
Social media	Social media enables greater dialogue and collaboration between the Council and its stakeholders. It also provides benefits in terms of its reach, accessibility, immediacy and ease with which content can be disseminated.

Continuous improvement and innovation

The approach to the development of the strategy and its implementation plans has been to strike the right balance between business requirements, customers' needs and the investment/resources available to deliver.

Going forward continuous improvement, providing our existing services better, and innovation, finding new – better – ways to use technology, will be essential to ensure ICT and Digital services meet these needs and ensure the Empowered Edinburgh vision is achieved. There are three key elements to this outlined in the table below:

CONTINUOUS IMPROVEMENT	DESCRIPTION
Service Improvement	Continually improve through driving performance against Service Level Agreements (SLAs), Operating Level Agreements (OLAs) and the use of Key Performance Indicators (KPIs). We will also measure and track our customer's levels of satisfaction and perceptions of the existing services.
New Initiatives	Developed through an iterative approach where each development wave of work will be devised, consulted upon before delivery, refined and then implemented. This approach of ongoing consultation and engagement with stakeholders will ensure we are moving in the correct direction.
Innovation	Innovation is about addressing problems in new and original ways that better meet the needs of customers. The Technology Innovation Board supports this process in the Council by promoting an understanding on new products, process, services or technologies that are emerging in the market, particularly those developed by SMEs. The Board also promotes innovation from within the Council, providing support to staff to proactively take innovation ideas through a development journey from proof of concept, defining the benefit to be realised.

The Strategy is seeking to support the Council's Economic Strategy by encouraging Edinburgh to be seen as a reference city, where improvement and innovation is supported, and where ICT and Digital companies can approach the Council to demonstrate or test innovative ideas, supported through in-kind contributions.

Empowering Citizens

Available in 2013	Key Council transactions available online to allows citizens to transact when and where they want, through their choice of device Web based solution available through which citizens can offer their time for volunteering Enable citizen authentication to allow citizens to securely transact with the Council Ability to submit e-Petitions to the Council for the topics important to you Online booking available for adult education classes, football pitches etc Webcasting available for full Council meetings and the Petitions Committee meetings Public Wifi access in key Council buildings Responsive updates from the Council to customers on key service issues raised
Available in 2014	Electronic self referrals and assessments available for health and social care services Ability to review your record of transactions with the Council Greater Wifi coverage across the city
Available in 2015	Extension of webcasting to all committee meetings to improve the democratic process More, and better quality, computers available in libraries to improve access Proactively offer the relevant services which are available to you

Communicating value to our customers

ICT and Digital allows information to be communicated faster, more effectively and allow much more of it to be handled than would otherwise be possible. It cannot, however, be an end in itself; ICT and Digital are only tools.

For this reason, rather than focus on technology, we have focused our strategy on delivering positive outcomes for customers by delivering ICT and Digital services which will empower them.

Storyboards and Segmentation

For each customers group, storyboards will be developed to outline what customers can expect as a result of each wave of ICT and Digital developments. An example storyboard is outlined to the left.

For each customer group we will also dedicate time to improve our understanding and segment the wide customer range into specific groups of interest. This will help to improve our understanding of how best to achieve the right balance to meet their needs at a cost that is sustainable.

Implementation Plans

The intention is for 'waves' of work to be developed. Each 'wave' of work will be published in an implementation plan relating to the next financial year. The plan will then be submitted for approval in line with the governance for ICT and Digital services.

Roadmaps

The Council is also taking a longer term view of the development and deployment of ICT and Digital. To support this it will produce a roadmap, an example of which is included at the end of this document, to illustrate the key areas of work against its implementation workstreams.

Further roadmaps will be produced to stimulate discussion about the longer term direction of travel. The first of these will be a Challenge Roadmap looking forward to Edinburgh in 2020 and seeking to generate debate about which elements of potential innovation and development the city would wish to pursue.

OUR ROADMAP

Wave 1. 2013/14 **Wave 2. 2014/15** **Wave 3. 2015/16**

Improving Governance and management of ICT across the Council
- Refreshed Governance arrangements
- New Stakeholder Management with Directorates
- Industry Reference Group established
- Annual Review of Governance
- Transition Governanace in place

Development of an ICT Strategy for the City
- Strategy launched
- Wave 1 Programme in delivery
- Wave 2 Programme defined
- Individual Stakeholder Roadmaps defined
- Wave 2 Programme in delivery
- Annual Review
- Wave 3 Programme in delivery
- COPE/BYOD solution implemented
- Integrated e-publishing solution defined
- Create Partner Open Data Opportunities

Refresh of the Council's ICT infrastructure
- Print refresh
- Refresh of end-user devises in schools
- Refresh corporate end-user devises
- Deliver home, mobile and flexible working platforms
- Wi-Fi roll out
- Develop Pop-up Office solution
- 'Book Anything' solution defined
- Business Authentication delivered
- Telecare/Telehealth solutions
- White label processes
- Transition to new service provider

Implementation fit-for-purpose core components
- Master Data Management implemented
- Enterprise CRM procured
- Citizen Authentication approach adopted
- Payment Engine procured
- Core component integration delivered
- Electronic Document Retension Management solution procured
- Cloud provision of key solutions
- Further self service upgrades to HR System
- Upgradeed finance system
- Predictive modelling
- Create co-production 'space'
- Transition delivery
- New Service Provider Contract Signed

Deploying fit-for-purpose business solutions
- Enterprise Bus procured
- Single sign-in
- Business Continuity Tool deployed
- Social Work client personalisation and self directed support
- Pilot online payment engine for school meals and trips
- Upgrade HR Payroll System
- Property Asset Management System deployed
- Hyper local content
- Deploy more end-to-end online transactions
- Collaberation Environment deployed
- Explore Cloud hosting options
- Deploy Open Data Portal
- Run procurement Process
- Deploy Open Data Portal
- Establish Data Custodian function

Implementing a flexible engagement layer
- Welfare Reform Revenues & Benefits upgrades
- Environmental Solution deployed
- Development end-to-end online transactions
- Responsive Web design
- Online performance dashboards
- E-Voting deployed
- Online Image Library
- Online petitions development
- Full Integration with social media
- Social Care/NHS single view of patient
- Domiciliary care electronic time recording system
- Transition planning
- Digital Initiatives
- Resource Management
- Issue Re-procurement Notices
- Define Open Data Approach
- Define Big Data Strategy

Deploying fit-for-purpose business solutions
- Extension of Council meeting Webcasting
- Election management system adopted
- Co-location of NHS and CEC services in Wester Hailes Living Centre
- Edinburghapps
- Connected Capital Programme: Public Wi-Fi
- Connected Capital Programme: Superfast Vouchers
- Connected Contract Management
- Define Sourcing Strategy
- Explore Big Data approaches

Implementing a flexible engagement layer
Improving the way that the Council works with other public sector agencies through the use of ICT
Supporting the wider city through the innovative use of ICT
Improving Contract Management
Procurement of future ICT and Digital services
Data as an Asset for all

Contact Details

For further information on this strategy, the current implementation plan and the development of future 'waves' please contact:

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Empowering Edinburgh

The City of Edinburgh Council's ICT and Digital Strategy

Implementation Plan to 31 March 2014

Summery of Status – September 2013

·EDINBVRGH·

YOUR COUNCIL – YOUR SERVICES

Strategy Summary

The ICT and Digital strategy (ICT&D) describes the approach the City of Edinburgh Council will take to 'Empower Edinburgh' through the use of ICT&D services in order to deliver outcomes that matter to its customers. It defines our vision, key principles and overall direction of travel for ICT&D services.

It will enable the Council to have a clear and progressive approach to continuously improving ICT&D services at pace. It will also allow the Council to keep up to date with advances in technology and meet the expectation of its customers. For full details on the Council's ICT&D strategy please see the City of Edinburgh Council's ICT&D strategy document.

Our Vision

Our ICT&D vision is for an **"Empowered Edinburgh, where Edinburgh is a city empowered through its use of ICT and Digital Services."**

The vision is based around our key customers along with the Council's Strategic Outcomes and Capital Coalition Commitments, to highlight that the strategy is customer and business driven.

Our Strategy

The City of Edinburgh's strategy to deliver the vision for ICT & Digital services is **to focus on understanding our customers needs in order to deliver outcomes that matter to them**.

Our Roadmap

The roadmap outlines the Wave 1 activities for 2013/14 along with future plans for 2014/15 and ideas, or 'concepts' for 2015/16. This roadmap will be used to form the basis for consultation and engagement with customers.
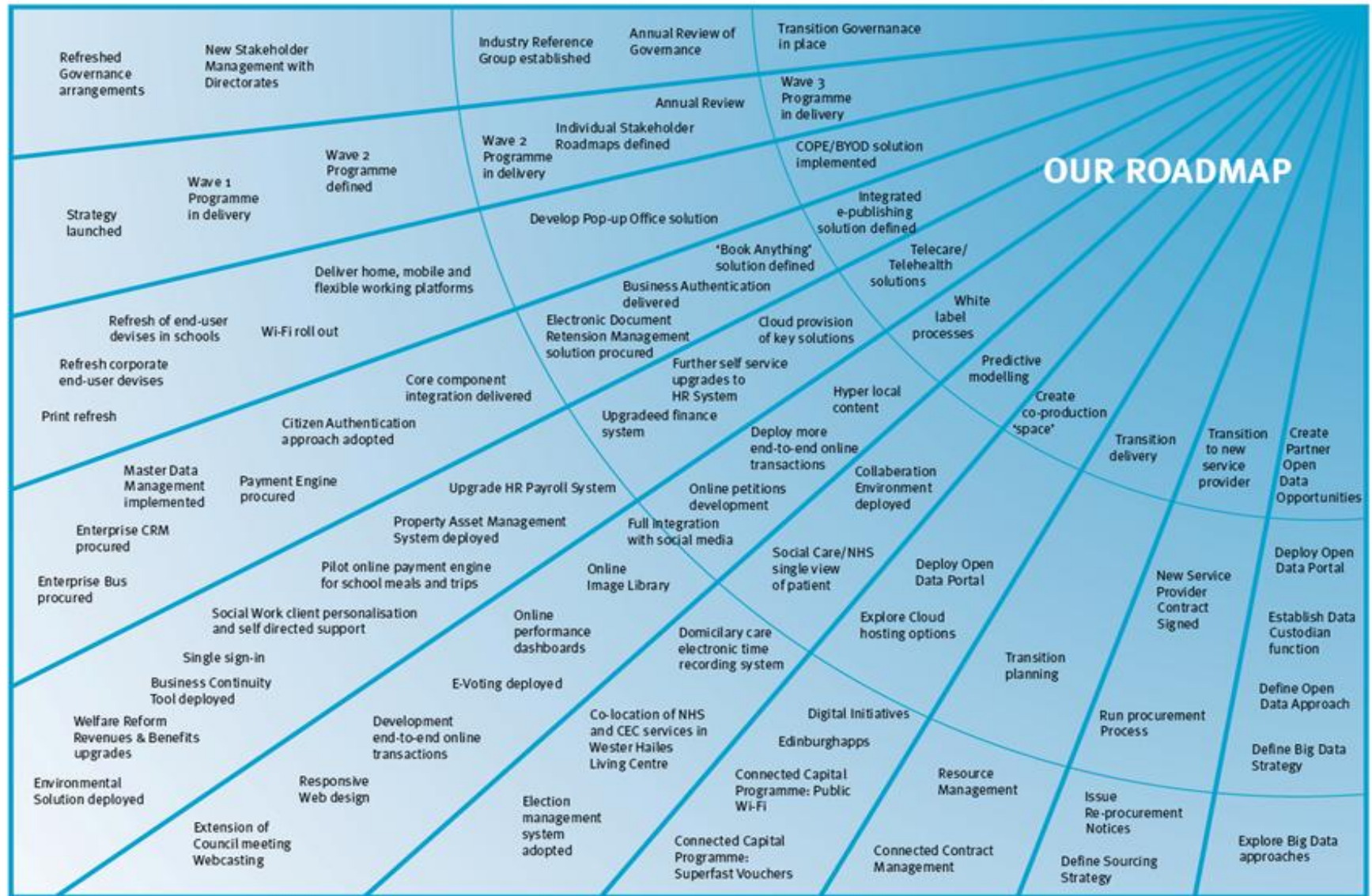
OUR ROADMAP

Wave 1. 2013/14 **Wave 2. 2014/15** **Wave 3. 2015/16**

Improving Governance and management of ICT across the Council

Refreshed Governance arrangements

New Stakeholder Management with Directorates

Industry Reference Group established

Annual Review of Governance

Transition Governanace in place

Wave 3 Programme in delivery

Annual Review

Development of an ICT Strategy for the City

Wave 2 Programme defined

Wave 1 Programme in delivery

Strategy launched

Wave 2 Programme in delivery

Individual Stakeholder Roadmaps defined

COPE/BYOD solution implemented

Develop Pop-up Office solution

Integrated e-publishing solution defined

"Book Anything" solution defined

Telecare/ Telehealth solutions

Deliver home, mobile and flexible working platforms

Business Authentication delivered

White label processes

Refresh of the Council's ICT infrastructure

Refresh of end-user devises in schools

Wi-Fi roll out

Electronic Document Retension Management solution procured

Cloud provision of key solutions

Refresh corporate end-user devises

Core component integration delivered

Further self service upgrades to HR System

Predictive modelling

Print refresh

Citizen Authentication approach adopted

Upgradeed finance system

Hyper local content

Create co-production 'space'

Transition delivery

Transition to new service provider

Create Partner Open Data Opportunities

Master Data Management implemented

Payment Engine procured

Upgrade HR Payroll System

Deploy more end-to-end online transactions

Collaberation Environment deployed

Enterprise CRM procured

Property Asset Management System deployed

Online petitions development

Implementation fit-for-purpose core components

Enterprise Bus procured

Pilot online payment engine for school meals and trips

Full integration with social media

Social Care/NHS single view of patient

Deploy Open Data Portal

New Service Provider Contract Signed

Deploy Open Data Portal

Online Image Library

Social Work client personalisation and self directed support

Online performance dashboards

Domiciliary care electronic time recording system

Explore Cloud hosting options

Transition planning

Establish Data Custodian function

Single sign-in

E-Voting deployed

Define Open Data Approach

Business Continuity Tool deployed

Deploying fit-for-purpose business solutions

Welfare Reform Revenues & Benefits upgrades

Development end-to-end online transactions

Co-location of NHS and CEC services in Wester Hailes Living Centre

Digital Initiatives

Run procurement Process

Define Big Data Strategy

Edinburghapps

Environmental Solution deployed

Responsive Web design

Connected Capital Programme: Public Wi-Fi

Resource Management

Issue Re-procurement Notices

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Extension of Council meeting Webcasting

Connected Capital Programme: Superfast Vouchers

Connected Contract Management

Define Sourcing Strategy

Explore Big Data approaches

Implementing a flexible engagement layer | **Improving the way that the Council works with other public sector agencies through the use of ICT** | **Supporting the wider city through the innovative use of ICT** | **Improving Contract Management** | **Procurement of future ICT and Digital services** | **Data as an Asset for all**

2

Empowering Edinburgh Implementation Plan

The new Information and Communication Technology (ICT) and Digital strategy has been developed as a guide for how the City of Edinburgh Council designs its ICT and Digital (ICT&D) services. The intention is for 'waves' of work to be developed. Each 'wave' of work will be published in an implementation plan. The purpose of the implementation plan is to translate the strategy and vision into real outcomes.

The implementation plan for Wave 1 represents the current ICT& Digital Transformation Programme and provides an overview of how the strategy will be delivered in 2013/14. It is comprised of 10 themes and a summary each theme is outlined below along with timescales for delivery and detail on key projects.

The plan for Wave 1 is comprised of 10 themes:

1. Improving Governance and management of ICT across the Council
2. Development of an ICT strategy for the City
3. Refresh of the Council's ICT infrastructure
4. Implementing fit-for-purpose core components
5. Deploying fit-for-purpose business solutions
6. Implementing a flexible engagement layer (focusing on key stakeholders)
7. Improving the way that the Council works with other public sector agencies through the use of ICT
8. Supporting the wider city through the innovative use of ICT
9. Improving contract management
10. Procurement of future ICT and Digital services

Further information on the projects under each theme is outlined below.

Wave 1 Delivery Plan for 2013/14 – ICT and Digital Transformation Programme

1. Improving the governance and management of ICT across the Council

The governance around ICT could be revitalised to ensure that the Council has the proactive ICT management it needs. Revised governance arrangements will be implemented to ensure active engagement of all relevant parts of the Council.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
1.1	Revising the Governance of ICT	To revise how ICT is governed across the Council ensuring that it is driven by the objectives of the organisation. Ensuring that there is appropriate involvement at all levels, from elected members to individual Council directorates. The new governance arrangements should also cater for the multi-vendor ICT supply that already exists and the more complex environment that will exist in the future.	1st April 2013	Complete
1.2	Inclusion of digital	Explore the extension of ICT governance and management to include all things digital. Recommendations to include digital within ICT should be implemented by 1st November2013.	1st November2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
1.3	**Creation of an environment to encourage Technology Innovation**	Technology innovation is not evident within the Council. Design the new ICT and Digital governance to support a culture of technology innovation, and encourage creative input from the commercial world. Prove that Edinburgh is open for business to SMEs and other innovative ICT solution providers. The solution must be in-place by 1st April 2013.	1st April 2013	Complete
1.4	**Appointment of a new Chief Information Officer (CIO)**	A new ICT leader will be appointed, the Council's CIO. The new CIO must be in post by 1st January 2013.	1st January 2013	Complete
1.5	**Create an "intelligent client" ICT Team**	Since the outsource of ICT services in 2001 the Council ICT team has been lacking in some of the core skills (e.g. technical design authority) required to manage the ICT service. Redesign the ICT Solutions Team to ensure that all the necessary skills exist to proactively manage the evolving ICT service, and the multi-vendor supply chain.	The new organisational design should be complete by 1st February 2013 and the new team in place by 1st May 2013	Complete
1.6	**Create and agree an ICT budget that delivers on the Council's needs**	Due to the under investment in ICT for a number of years the Council will need to invest in order to deliver the required levels of quality and service. Create an ICT budget to deliver the scope of this ICT and Digital transformation programme (Wave 1), ensuring that the budget balances over five years from 2013/14.	The five year budget should be agreed as part of the full Council budget in February 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
1.7	**Improve internal and external communications re ICT and Digital**	The quality, frequency and timeliness of internal communications re ICT and Digital needs to be significantly improved. In addition, create an external communications plan what will deliver on the aim of getting the City of Edinburgh Council recognised as a leader in the area of ICT and Digital.	Revitalise the Council's communications plan around ICT and Digital by 1st December 2013	On track
1.8	**Establish a training programme for users of ICT**	Develop an ICT training programme for the workforce to help staff obtain the skills they require and ensure that ICT is being used effectively and efficiently.	Have a training programme in place by 31st December 2013	On track

2. Development of an ICT Strategy for the City

The Council does not currently have an up to date vision for its ICT and Digital services, let alone a strategy or plan to deliver these. Develop a comprehensive ICT and Digital strategy and plan to support the needs of our stakeholders.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
2.1	**Creating the ICT and digital strategy**	Create an ICT&D strategy for the Council (and the City) which is business driven and action orientated. Ensure that there is focus on engagement with all stakeholder groups in order for the Council to understand users needs and desires.	30th November 2013	On track
2.2	**Ensuring internal critical review of the ICT and Digital Strategy**	An important element of the strategy will be the internal critical review to ensure buy-in to the eventual strategy.	30th June 2013	Complete
2.2	**Ensuring external critical review of the ICT and Digital Strategy**	It is important that the strategy is critically reviewed by specialist external organisations, to ensure that it is best in class. The external review must include other parts of the public sector (for example, Audit Scotland, Glasgow City Council, NHS Scotland and Skills Development Scotland) along with a cross section of industry experts, for example, O2, BT, EMC, IBM and Gartner.	30th June 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
2.3	**Alignment with Business Drivers**	Ensure that the varied business drivers for the Council are understood and reflected in the objectives of the Council's ICT and Digital Strategy. Ensure that the strategy change plans are linked to the Council's key business drivers. In addition, ensure that the strategy is aligned to the Scottish Local Government ICT strategy and the recommendations of the McClelland Report.	31st May 2013	Complete
2.4	**Development of the ICT vision**	Develop an ICT vision for the Council. Ensure that the Vision is widely communicated, and challenged, by each stakeholder group.	31st March 2013	Complete
2.5	**Identification of citizen segmentation**	The Council's biggest stakeholder grouping is the citizens of Edinburgh. In order to get a better understanding of their needs and desires, complete a segmentation of Edinburgh's citizens based on available data/information.	28th February 2013	Complete
2.6	**Definition of the business system functions**	In order to ensure that the current state of ICT solutions is fully understood, complete an analysis of all key business solutions (current state analysis). Using this as a base, agree with the business what the future state of these business solutions should be including the identification of any gaps (future state analysis).	1st April 2013	Complete
2.7	**Creation of the architectural principles**	Set out the key principle of the Council's ICT architecture.	31st January 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
2.8	Development of the reference architecture	In order to ensure that the Council builds an ICT infrastructure that is fit-for-the-future then it must work to a set of reference architectures. Draft business reference architecture issued for comment and finalised by 1st April 2013.	1st April 2013	Complete
2.9	Development of the sourcing strategy	Develop a sourcing strategy that details the Council's future approach to sourcing ICT products and services. Ensure that the Council's procurement department approve the proposed strategy.	1st April 2013	Complete
2.10	Identifying the Council's ICT&D capabilities	To ensure that the Council can implement the ICT and Digital Strategy, the strategy will outline the Council's ICT&D capabilities. Where deficiencies are found these should be highlighted to management to be addressed.	1st April 2013	Complete
2.11	Defining the ICT and digital quality and standards	The ICT Strategy will be underpinned by a set of agreed quality and standards. Develop these standards in line with industry best practice.	1st August 2013	Complete
2.12	Development of roadmap	Develop a roadmap to show how the Council will move from its current ICT infrastructure to the desired new infrastructure that results from the ICT Strategy. The roadmap should be detailed but not over-complicated.	1st August 2013	Complete
2.13	Creation of storyboards	Develop a series of storyboards to aid the wide communication of the ICT and Digital Strategy and its roadmaps to both an internal and external audience.	First draft of storyboards issued by 31st May 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
2.14	Production of change plan	Develop a set of detailed change plan which will guarantee the delivery of Wave 1 of the ICT&D Strategy.	First draft of change plans issued by 31st May 2013	Complete
2.15	Publish the Strategy	Once the ICT&D strategy has been approved it will be published to the whole Council. It is clear that large report style strategies do not get widely read, so find a better, more creative, method to publish.	30th November 2013	Complete
2.16	Measurement and continuous improvement	The ICT&D strategy must become a living entity if the Council is to maximise the benefits that can be realised. Develop a set of measures and an approach to continuous improvement to underpin the strategy in consultation with key stakeholders.	30th November 2013	On track
2.17	Review of Acceptable Use of ICT Policy	Review the acceptable use of the ICT policy to ensure that it aligns with the ICT strategy and is as "future proof" as possible.	31st May 2013	Complete

3. Refresh of the Council's ICT Infrastructure

The ICT infrastructure used to support the Council is largely outdated and unfit to support the organisation's ambitions. Systemically address all the key issues in the ICT infrastructure in order to provide a new technology platform for the Council to deliver on its vision for ICT.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
3.1	Refresh of corporate end-user devices	The desktop and laptop computers are currently over 6 years old and in many cases not fit-for-purpose. Replace circa 6000 devices in corporate with new fit-for-purpose devices. Where it makes business sense, replace desktops with laptops to improve the ability of people to work flexibly.	Complete core implementation by 30th September 2013 All deployments complete by 31st December 2013	On track
3.2	Refresh of end-user devices in schools	The desktop and laptop computers are currently over 6 years old and in many cases not fit-for-purpose. Replace circa 9000 devices in schools with new fit-for-purpose devices.	Implementation complete by 30th September 2013 in schools	Complete
3.3	Improve the schools network	The 'bandwidth' in schools is restricting teacher's use of on-line learning aids. Increase the 'bandwidth' for the majority of schools to give much faster access to the internet and the ability to allow audio and video streaming which is currently blocked.	Implementation complete by 30th May 2014	On track
3.4	Deliver ICT platforms to enable home, mobile and flexible working	Support home, mobile and flexible working through increasing mailbox sizes, increasing central storage and improving remote access.	31st December 2013	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
3.5	Increase mailbox sizes	Currently Council employees have a mailbox that is limited to 50MB. This is highly restrictive and causes a large amount of wasted effort and dissatisfaction with the ICT service. Upgrade mailboxes to 4GB for all employees.	31st December 2013	On track
3.6	Increased central storage	Currently the Council has very limited central storage space. Increase the available storage and support the records management function to get people to store information centrally.	31st July 2013	Complete
3.7	Remote access	The facilities available to support Council staff working flexibly (e.g. working from home) is extremely limited and not fit-for-purpose. Improved remote access for corporate staff to ensure that technology supports them to be at least as productive when working outside a Council office.	31st October 2013	On track
3.8	Upgrade contact central call management system	Upgrade the call management system (Solidus) to enable staff to deliver higher levels of customer service through provision of improved call handling functionality and more accurate routing to key information and resources.	1st April 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
3.9	Upgrade the telephone systems	The Council's telephony system is outdated, meaning that it is a barrier to people working flexibly, and is restricting the services that can be offered by the contact centre. Upgrade telephony system.	1st April 2013	Complete
3.10	Migration of fixed telephony lines	Migration of fixed telephony line from the current provider to the newly appointed provider by December 2013. The objective being to reduce the costs of service provision for the telephone lines.	30th November 2013	On track
3.11	Upgrade ICT infrastructure for Museums	ICT applications and infrastructures will be upgraded in the Assembly Rooms to deliver free public access WIFI, upgraded booking systems and connections onto corporate networks. Cost options will also be developed for rolling out the same solution to the Usher Hall.	16th September 2013	Complete
3.12	Chip and Pin Project	Upgrades to Chip and PIN services in City Chambers and Neighbourhood Offices, providing customers with a secure payment facility for transactions such as council tax, non domestic rates, and permits.	26th September 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
3.13	**Improved Collaboration**	As the Council consolidates its office estate and introduces more flexible working practices the pattern of peoples work will change e.g. people may work from home more frequently. Review the ways in which technology may be used to ensure productivity remains constant or improves during these changes.	Start pilot by 31st January 2013 Agree solution and plan to implement (or not) by 31st December 2013	On track
3.14	**Replace printers, scanners and photocopiers in offices**	All printers, scanners and photocopiers currently used in offices are outdated and the associated service is believed to be over-priced. Procure a new service and replace all printers, scanners and photocopiers in offices with modern technology.	31st March 2014	On track
3.15	**Replace printers, scanners and photocopiers in schools and libraries**	The printer, scanner and photocopier estate in schools and libraries is not fully understood and is managed locally. It is believed that this could be replaced by a better and more cost effective service. Procure a new service to modernise the printer, scanner and photocopier estate in schools and libraries. Have the new service in place by 31st March 2014.	31st March 2014	On track
3.16	**WIFI programme**	Provide WIFI networks for elected members, Council staff, school pupils and public access across key council buildings.	Schools – 31st December 2012 City Chamber – 28th February 2013 Waverley Court – 28th February 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
3.17	**Improve the range of devices available to support teaching**	Greater flexibility is required for Learning and Teaching establishments to use a variety of devices such as ipads and other tablets to allow innovative uses of IT in Learning and Teaching. Improve the range of devices available.	31st March 2013	Complete
3.18	**Email for all pupils and teachers**	Provide new cloud based email service for 50,000 school pupils and teachers allowing them to work in establishments or at home.	Pilot 30th September 2013 Commence implementation on 30th October 2013	On track
3.19	**Generate private sector funding for devices for pupils**	Engage with suppliers and commercial organisations to generate new funding and investment opportunities for IT in schools.	31 March 2014	On track
3.20	**IT for the new East Neighbourhood office**	Provide new IT infrastructure for the new East Neighbourhood (Craigmillar) office. Including staff and public Wifi zones, the People's Network and flexible working areas.	31st December 2012	Complete
3.21	**Mobile device management**	There has been a proliferation of tablet and smartphone technology across the Council recently. In order to fully support these devices, audit them and provide them with access to Council infrastructure like network drives, a mobile device management solution is required.	1st November 2013	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
3.22	**Disaster Recovery and Business Continuity**	Gain a clear understanding of where gaps exist between the Council's Business Continuity Plan and current ICT arrangements. In particular, carry out an appraisal of 'critical systems' as identified in the Council Business Continuity Plan. If gaps exist then quantify them and highlight to management.	31st May 2013	Complete
3.23	**Information Security**	Create an updated Security Strategy and policies, in particular developing our security models around the use of Cloud computing, mobile devices and internet access, with a view to balancing the business and security requirements. Establish an Information Security Awareness Programme to ensure that staff and management understand their responsibilities and take advantage of online training modules.	1st May 2014	On track
3.24	**Property moves to support Corporate Property Rationalisation programme**	Provide the necessary ICT to support the Council's property rationalisation programme for the moves for Westwood House, Chesser House, Corporate and Transactional Services, Advice Shop and Investment and Pensions.	31st March 2014	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
3.25	Westwood House Move	Supporting the Councils property rationalisation programme this project will undertake the necessary ICT set-ups and changes to support the staff move from Westwood House. The scope of the project includes equipment moves, decommissioning of network circuits, and provisioning of ICT to staff at new locations.	19th December 2012	Complete
3.26	Chesser House Move	Supporting the Council's property rationalisation programme this project will deliver the necessary ICT set-ups and changes to enable the staff move from Chesser House. The scope of the project includes equipment moves, decommissioning of network circuits, and provisioning of ICT to staff at new locations.	31st March 2014	On track
3.27	Advice Shop Move	Supporting the Council's property rationalisation programme this project will deliver the necessary ICT set-ups and changes to enable the staff move from Advice Shop to 249 High Street. The scope of the project includes equipment moves, decommissioning of network circuits, and provisioning of ICT to staff at new locations.	8 February 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
3.28	Rationalisation of business broadband	The project will replace over 190 broadband (ASDL) lines with an Enterprise Broadband solution. The solution will reduce revenue costs each year, enable the decommissioning of non-cost effective circuits, and significantly reduce information security risks associated with the existing broadband estate.	30th September 2013	Complete

4. Implementing fit-for-purpose core components

To ensure that the Council has an efficient and consistent implementation of its ICT solution it should have only one instance of the elements that are used by many different parts of the organization, these are called core components. Identify these core components and then implement them.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
4.1	Implementing a single business authentication engine	This is required to allow businesses to securely authenticate themselves to the Council in order for them to transact with the Council on-line or via the contact centre. If possible this should be bought from a Scotland wide shared service. Select and implement a single business authentication engine.	31st March 2014	On track
4.2	Implement a single citizen authentication engine	In order to allow citizens to secure authenticate themselves to the Council before they transact. The authentication needs to support on-line, contact centre and face-to-face authentication. If possible this should be bought from a Scotland wide shared service. Select and implement a single citizen authentication engine.	31st March 2014	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
4.3	Implementing a single payments engine	The City of Edinburgh Council currently have different payments solution deployed for various business solution. If these were replaced by one solution then the Council would be able to command better commercial terms (e.g. lower commission on credit card transactions). Select and implement a single payments engine.	New online payment facility by 30th November 2013	On track
4.4	Implementing a single gazetteer	This would provide the Council with a single source of key information on properties/addresses across Edinburgh. Review the Council's existing solution to confirm it conforms to the principles and standards of the ICT Strategy and if appropriate then adopt this as the standard solution.	1st May 2013	Complete
4.5	Implementing a single view of Edinburgh citizens (master citizen record)	Currently the Council has no way of seeing every interaction it has with a single citizen. This is particularly restrictive for the working of the contact centre. Implement a solution to allow this single view to be seen.	31st December 2013	On track
4.6	Implementing a single view of Edinburgh business (master business record).	Currently the Council has no way of seeing every interaction it has with a single business. Implement a solution to allow this single view to be seen.	31st March 2014	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
4.7	**Implement a single view of a property (master property record).**	Currently the Council cannot analyse what happens around a single property which makes it difficult to isolate fraud. Implement tools to allow the analysis of activity re a property.	31st December 2013	On track
4.8	**Review the need for a single Electronic Document Management System.**	The Council currently has multiple document management solutions both electronic and manual. Review the current landscape and decide if a single solution will deliver benefits.	Business case by 1st December 2013	Complete
4.9	**Standardising on one GIS**	Currently the Council uses several different Geographic Information Systems (GIS) when making information available on maps. Good progress has been made in reducing the instances of GIS. Review the current plans and the case for standardizing on one GIS solution.	31st March 2014	On track
4.10	**Implement single sign on for key applications**	Design of a single sign-on solution to enable users to log in once and gain access to multiple (independent) systems without being prompted in again at each of them.	31st September 2014	On track

5. Deploying fit-for-purpose business solutions

The Council currently has hundreds of IT solutions that process key business transactions – these IT solutions are called business solutions. These business solutions are vital for the smooth running of the Council but are currently being inconsistently managed. Review the Council's business solutions and ensure that they are fit-for-purpose. Where practical remove duplicate solutions and if gaps are found then work with the directorates to identify suitable solutions.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
5.1	**Property Conservation ICT Solution**	Review the existing IT systems within property conservation in preparation for the planned redesign of services to support home owners maintaining buildings in shared ownership.	1st April 2013	Complete
5.2	**Support the Welfare reform legislation changes**	The current revenues and benefits system will not support the legislation changes for Welfare reform. The main provisions relate to the introduction across the United Kingdom of Universal Credit to replace a range of existing benefits and tax credits. Council Tax Benefit will be abolished from 1 April 2013; in its place will be a new Council Tax Reduction Scheme. Upgrade Northgate iWorld system to support these changes as part of annual Council Tax billing cycle.	15th February 2013	Complete
5.3	**BACS Refund project**	Project to support the introduction of BACS payments to customers for Council Tax and Non Domestic Rates refunds. To be completed and fully live by 4th February 2014.	4th February 2014	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
5.4	**Social work client personalization and self directed support**	In order to support the Health and Social Care Transformation Programme Swift requires upgrading to v27.0.2 and the implementation of the Adults Integrated Solution (AIS) module to provide enhanced functionality in order to undertake outcome focused assessments and manage individual budgets. This will be carried out in multiple phases: migration of SWIFT client management and Webroster workforce management systems and rollout of the new Adult Integrated Service (AIS).	Phased implementation from 31st July 2013	Complete
5.5	**Replacement of the room booking system**	The project will upgrade the current Rendezvous room booking system to a new hosted solution providing by NFS Hospitality - delivering additional functionally for users, enhanced security and reducing the running costs.	11th February 2013	Complete
5.6	**Council-wide generic resource booking system**	The project will aim to introduce a generic council-wide online booking system for reservations of Council resources and services. The solution will be accessible to both staff members and public, and configurable to support a wide range of items such as courses, playing fields, and venues.	30th June 2014	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
5.7	**Implementation of agency staff management portal (Adecco)**	Rollout of online management portal (Beeline) or agency staff to support the Adecco contract. The solution automates existing paper-based/manual administration systems for candidate searches, booking staff, and submitting timesheets.	31st December 2013	On track
5.8	**Upgrade of the schools catering ICT system**	Project to upgrade the Council's catering system Saffron to improve efficiency, profit margins, and gain better control of the operations. The new solution provides improved integration that automatically manages purchasing whilst updating stock management and recipe costing, to support real-time operational performance.	24th September 2013	Complete
5.9	**Waste Management routing system**	Project to introduce automated vehicle routing and scheduling software. The system which will benefit the service through reductions in fuel usage, vehicle wear and tear, and travel times.	1st September 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
5.10	**Implementation of social housing asset management and maintenance scheduling system**	Project to deliver a new IT solution for housing asset management. The solution will integrate housing information into a central system where it can be managed as a corporate asset, maintained and reused for the benefit of multiple teams departments. The project will reduce the number of unwarranted council house repair, enable better coordination of service staff teams, and phase out of a number of failing legacy IT systems.	31st December 2013	On track
5.11	**Upgrade of transport fleet management system**	Project to upgrade the Council vehicle management system, Tranman, to provide Fleet users across the Council real-time vehicle status information for the first time, which they will be able to use to optimise vehicle availability and hence minimise the use of hired vehicles. It will also better interface with the Council's ledger system giving greater financial control to Fleet Users.	31st September 2013	Complete
5.12	**Implementation of pilot online payment engine for school meals and trips**	A pilot of the Wisepay system for payments made to schools for uniforms, lunches, milk and excursions will be undertaken. The pilot includes 3 primary schools and 2 Secondary schools, and following an evaluation of its success may be rolled out across the learning and teaching estate.	30th November 2013	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
5.13	**Implement Adult Education Online course booking system**	Development of an online booking system for Community Learning & Development (CLD) to manage delivery of the Adult Education programme (AEP). The programme runs a wide variety of day, weekend and evening courses throughout the city at various venues and community learning sites.	High schools by 31st January 2014	On track
5.14	**Exploration of options for an e-voting system for Council meetings**	Building on the success of the rollout of iPads to Councilors for accessing committee papers, work is underway to investigate options for introducing electronic voting to Council committee meetings via mobile devices.	Phased roll-out commencing on 1st December 2013	On track
5.15	**Implementation of new building energy management system**	The Council has an extensive network of Building Management Systems (BMS) across the estate taking in around 170 operational properties. There are four (different and separate) main proprietary systems and connection is predominantly by a dial-up modem to each system. The BMS was subject to an assessment survey in 2006/2007 and this highlighted potential savings as well as the obvious operational enhancement that could be achieved by upgrading let alone replacement. Proposed to convene a BMS Procurement Steering Group to investigate options for upgrading, replacing, or outsourcing current BMS systems.	Project scoping and planning complete by 31st December 2013	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
5.16	**Upgrade of domiciliary care rostering system**	Project to upgrade then domiciliary care rostering system, Webroster, to align it with the latest software release. The upgraded version ensures maintenance support, and improves usability, productivity and well being, which is achieved by creating familiarity and intuitiveness through use of consistent colour and icons.	31st July 2013	Complete
5.17	**Implement a new environmental Asset Management System**	Support the imProve It programme to procure and implement an environmental asset management system with the aim of providing an integrated asset and works order management system to improve productivity and provide customer focused, responsive services.	31st December 2013	On track
5.18	**Enable e-invoicing**	The Council does not currently automate its supplier invoice processing. Under the Corporate and Transactional Services (C&TS) transformation programme the Council will be implementing the ability to handle invoices electronically. Support the C&TS programme by implementing an IT solution to support e-invoicing to enable suppliers to transact electronically with the Council to reduce manual administration.	Trial invoice uploads by 30th November 2013	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
5.19	Pilot new Health and Safety System	The HR department have been tasked with improving Health & Safety throughout the Council. Support HR to implement a new Health and Safety IT solution to support the management of incidents and risks, improve compliance and regulatory performance.	1st August 2013	Complete
5.20	Upgrade HR and Payroll system	The current HR & Payroll systems are going out of support. The Council would also like to move to a higher level of staff self service, but this is not possible with the current system. Review the options for upgrading the HR & Payroll solution with the aim of improving the service and removing inefficiencies. Implement the new HR & Payroll solution.	1st April 2014	On track
5.21	Upgrade of Finance system	The version of the Financial system currently used is nearing end of life and some modules have not been implemented resulting in efficiencies. Review the options to upgrade the system and consider implementing the missing modules.	31st December 2014	On track
5.22	Implementation of new solution to replace PPSL	A project will be initiated in January 2014 to evaluate and, and if the business case proves viable, introduce the rollout of a new solution as a replacement of the current PPSL (Accounts Receivable) solution.	31st December 2014	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
5.23	Business solution interfacing	The Council's current approach to interfacing business solution is very outdated, resulting in a spiralling cost of ownership and complexity when changes need to be implemented. Introduce a new approach which will get this under control and lead to a reduction in the complexity and cost of change.	31st March 2014	On track
5.24	Implement Wireless Stores system	By building on the successful mobile solution for field workers in Edinburgh Building System, provide a wireless stores management system.	31st December 2013	On track
5.26	New Property and Facilities Management System	Support the iPFM programme to procure and implement an Integrated Property and Facilities Management systems to provide access to a single operational system and database to support the management of the Council's property estate.	Complete Phase 1 – 12th November 2013	On track
5.27	Integrated Pensioner Payroll System	The project aims to deliver the implementation of an integrated pensioner payroll system. This will see the replacement of the current payroll system for pension payments. The solution will better support effective pension administration.	31st October 2013	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
5.28	**Replacement of museums collection system**	Replacement of current museums collection management system with a more effective, networked and modern collections system. The new system will have improved retrieval, reporting capabilities and be easier to use.	Options appraisal by 31st December 2013	Complete

6. Implementing a flexible engagement layer (focusing on key stakeholders)

Historically the Council has not focused on the ICT required to provide the more "casual user" with an easy to use, efficient and effective service. Address this for all key stakeholder groups, and ensure that the solution is responsive and flexible.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
6.1	**Integration of electronic document management system with Jadu forms.**	Jadu forms will be integrated with Comino, the electronic document management system, to allow xml transfer of data from Jadu to Comino in order to improve efficiency by removing the need for scanning and printing.	31st March 2014	On track
6.2	**Extension of Council meeting webcasting**	Extend the Council meetings webcasting solution. The next phase will cover additional committees held in the Council Chamber for example the Petitions Committee, Neighbourhoods Committee and Education Committee. Further work will be undertaken to develop a business case for extending the solution for meetings held in the Dean of Guild room.	Business Case – 31st May 2013	Complete
6.3	**Redesign and procurement of public access IT in libraries**	Provide public access to IT in libraries to enable access information on the web to help address digital inclusion and encourage people to use the overall library services.	30th November 2013	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
6.4	**Development of the engagement layer infrastructure**	The Council's technology to make its services available on-line is incomplete and poorly designed, meaning that the Council is very slow to introduce new services or support a new technology. Review the existing engagement layer infrastructure, redesign and implement a more complete and flexible solution.	31st March 2014	On track
6.5	**Put a minimum of 30 key Council citizen transactions on-line**	The aim is to make the top 30 Council transactions available to citizens via the Council's website. This will mean that the citizen can transact, in an easy to use way, with the Council in real-time.	Priority transactions agreed by 1st September 2013 Implementation by 31st March 2014	Complete On track
6.6	**Put a minimum of 10 key Council transactions on mobile devices**	The aim is to make the top 10 Council transactions available to citizens via mobile devices. These are the top 10 that the citizen would want on mobile devices. This will mean that the citizen can transact, in an easy to use way, with the Council in real-time.	31st March 2014	On track
6.7	**Put a minimum of 10 key Council transactions on Smart-TV**	The aim is to make the top 10 Council transactions available to citizens via Smart-TV. These are the top 10 that the citizen would want on Smart-TV. This will mean that the citizen can transact, in an easy to use way, with the Council in real-time.	31st March 2014	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
6.8	**Provide the technology to enable the Council's contact centre to be more efficient**	Replace existing outdated Contact Centre systems with modern solutions that are integrated to the Council's key business solutions to improve services delivered to citizens and business and to improve the efficiency of the contact centre.	31st March 2014	On track
6.9	**Jadu Upgrade Project**	Upgrading the Council website to provide improved functionality, extend Galaxy sites, increase security and bringing the system up-to-date with the latest version of Jadu.	Internet by 5th February 2013 ORB (intranet) by 31st March 2013	Complete
6.10	**Management information/ dashboards**	There is therefore a requirement for timely, accurate and accessible management information to improve transparency and organisational agility. Implement management information/ dashboard systems making information on the Council's performance, including KPIs and operational targets available in real-time to those accountable for delivery.	Pilot implemented by 31st March 2013 Rollout complete by 31st December 2013	Complete On track
6.11	**Volunteering made easier**	Develop a proposal to introduce a web-based solution through which volunteers can offer their time to local organisations and local organisations or service users can book the volunteers they need based on their specific requirements.	31st October 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
6.12	Open data	The Council already has some datasets available on-line to allow developers to make innovative uses of our data to encourage digital participation, and has recently launched a website to encourage use of the City's parks. It is planned to gather more data sets and make them accessible to all and host challenge events to encourage data sharing while working towards an open data strategy.	Strategy and roadmap by 31st December 2013	On track

7. Improving the way that the Council works with other public sector agencies through the use of ICT

The Council requires to actively work with other public sector agencies to deliver better and more efficient services. Ensure that ICT is proactively enabling this to happen in a cost effective way.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
7.1	**Integration with the DWP**	The Department of Work and Pensions (DWP) has developed am Automated Transfers to Local Authority Systems (ATLAS) with the aim of increasing the amount of information that can be automatically sent from the DWP to local authorities in a format that allows direct loading into local authority systems. Work with the DWP to make this programme a success for the City of Edinburgh Council.	31st March 2013	Complete
7.2	**Upgrade electoral registration and election management system**	Work has also been completed with Lothian Joint Evaluation Board to introduce a new election management system, EROS, which provides a fully integrated electoral registration and election management system.	19th August 2013	Complete

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
7.3	**Colocation of NHS and CEC services in Wester Hailes Healthy Living Centre**	Supporting the collocation of NHS and CEC services into the new Wester Hailes Healthy Living Centre. The scope of the project includes equipment moves, decommissioning of network circuits, and provisioning of ICT to staff at new locations.	31st August 2013	Complete
7.4	**Implementation of emergency grant allocation system**	Implementation of the Northgate Social Fund solution to support transfer of emergency / crisis grants service from DWP to Revenues and Benefits.	31st March 2013	Complete
7.5	**Domiciliary care electronic time recording system**	Final phase on of an electronic monitoring system project to support the management of homecare services to older people and those with physical disabilities.	28th June 2013	Complete
7.6	**Integration of social care and NHS client management system to provide single view of patient**	Deliver a new data-sharing platform to empower practitioners in the Council, NHS and other partner agencies. The project aims to enabling integrated multi-agency teams to share information on vulnerable people appropriately and securely in order to make timely and fitting actions. Work with NHS to make this programme a success.	31st March 2014	On track

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
7.7	**Assisted Digital Programme**	Provide customers with digital skills and introduce them to accessing information and transacting with Council services through a range of platforms. This will be available as both organised and drop in sessions.	31st March 2014	On track

8. Supporting the wider City through the innovative use of ICT

The Council has a responsibility to ensure that it supports the development of the wider city, and ICT is seen as a potential enabler for this (e.g. high speed internet access could support the development of industries). Work with other parts of the Council and external agencies to identify opportunities to use ICT in innovative ways to support the wider City. Where appropriate take responsibility for delivering these initiatives.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
8.1	Connected Capital	Edinburgh's Connected Capital Programme has received an indicative award of £9m of funding to implement a number of digital projects (subject to approved business cases of the individual projects) aimed at improving connectivity in the city including: • An outdoor wireless network • Voucher scheme for Small and Medium Sized Enterprises (SMEs) project to upgrade their connection speeds to superfast or ultrafast • Wireless hotspots in a number of public buildings • Wireless services on public transport (both trams and buses	Outdoor wireless project complete by August 2014 Voucher scheme launched September 2013 Wireless projects in key public buildings complete by March 2015 Wireless project on public transport (trams and buses) complete by March 2015	On track Complete On track On track

9. Improving contract management

The services currently delivered are not meeting the expectations of many parts of the Council. Analyse the reasons for this and address them.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	STATUS
9.1	Refining current contracts	Review current contracts and where possible amend the contract to meet the Council's current needs.	1st April 2013	Complete
9.2	Improve the working relationship	Proactively work with service providers to ensure productive relationships, built on trust and openness. Achieve a marked improvement in relationships at a senior management level.	1st April 2013	Complete/Ongoing
9.3	Review working practices	Many of the working practices that have developed are not optimal for the Council or our service providers. Work with service providers to redesign these practices.	Key areas redesigned by 1st April 2013	Complete
9.4	Review of resources	It is felt that the Council do not have access to the necessary resource to provide the day to day service, and to meet the Council's increasing demand for enhancements and additions to the service. This to be assessed and if necessary addressed.	1st April 2013	Complete
9.5	Confirm Value for Money	Review key areas of the service to assure the Council that they are receiving value for money.	Address key areas of the service by 1st April 2013	Complete

10.   Procurement of future ICT and Digital services

The Council currently sources the vast majority of its ICT solutions from one supplier. This contract started in 2001, but since then the ICT industry has dramatically changed (e.g. the introduction of Cloud computing) and therefore this approach may no longer be the optimal solution for the Council. Implement the agreed future sourcing strategy insuring that any transition from the existing contract(s) minimises the risk of disruption to the ICT service.

No.	TOPIC	DESCRIPTION	TARGET COMPLETION DATE	% COMPLETE
10.1	Implement the sourcing strategy	As the sourcing strategy contained with the ICT Strategy is approved then implement it. This will be done in conjunction with the Council's procurement team.	Draft procurement plan issued for comment by 31st May 2013	Complete
10.2	Plan for an exit of the current contract	The current contract comes to an end on 31st March 2016. Carefully planning needs to be completed to ensure a smooth transition into the new vendor landscape.	Draft exit plan issued for comment by 1st November 2013	On track