Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**20 June 2017**
Report By:	**Chief Financial Officer**	**Report No:**	**FIN/40/17/AP/LA**
Contact Officer:	**Allan MacDonald**	**Contact No:**	**01475 712223**
Subject:	**ICT Strategy 2017/20**		

1.0 PURPOSE

1.1 The purpose of this report is to seek Committee approval for the ICT Strategy for 2017/20.

2.0 SUMMARY

2.1 The Council's previous ICT Strategy covered 2013/16 and as such a new strategy covering the next 3 years is presented to the Committee for consideration.

2.2 The ICT Strategy supports the Digital Strategy which is a separate item on this agenda and is mainly concerned about the core ICT infrastructure including hardware and software refresh, core systems and system security.

2.3 One of the key actions in the forthcoming strategy will be developments within schools and there are regular meetings between the ICT service and colleagues in Education to ensure the appropriate infrastructure is in place to support the changing requirements within schools. Related to this is the added issue of the allocation of considerable sums of money directly to Head Teachers via the Pupil Equity Fund and ensuring equipment procured is fit for purpose.

2.4 A short Action Plan is attached and progress against this will be monitored via the ICT updates to the Policy & Resources Committee.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee consider the contents of the draft ICT Strategy 2017/20 and thereafter approve the document and the associated Action Plan.

    Alan Puckrin
    Chief Financial Officer

4.0 BACKGROUND

4.1 The Council runs a small and cost effective ICT service which provides corporate support across ICT hardware, software and security. The parameters for this support and how users operate the system are supported by a large number of ICT policies which are considered and approved by the Policy & Resources Committee.

4.2 The 2013/16 ICT Strategy has recently expired and the draft 2017/20 ICT Strategy is presented to the Policy & Resources Committee for consideration.

5.0 ICT STRATEGY 2017/20

5.1 Appendix 1 contains the draft ICT Strategy 2017/20. The document provides some background information in respect of the previous strategy, national and local contexts and then some information regarding the current ICT service broken down over the key work components.

5.2 Actions are contained in the Appendix to the Strategy and cover the following main areas:
- Service Provision
- Information Security
- Core Systems
- Asset Management/Procurement

5.3 The actions outlined are intended to be pragmatic, realistic and achievable and can be delivered within current resources. In the event that there are any proposals for major investment within ICT then this will require to be supported by a business case and a report to Committee having been considered and supported by the Corporate Management Team.

5.4 It is however important that the Committee note that Inverclyde Council runs a very small efficient ICT Service in comparison to many Councils and this means there is limited capacity to support major systems developments. Therefore in the event that Members wanted to significantly increase investment within ICT this would also require the procurement of extra resources to support this process.

5.5 In saying that, Inverclyde Council has a well regarded ICT service which performs well in SOCITM benchmarking exercises and the intention of this Strategy is to ensure that over the next 3 years this level of performance continues and keeps pace with the ongoing developments in the ICT sector.

6.0 IMPLICATIONS

6.1 **Finance**

Financial Implications:
One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Capital	ICT	2017/20	1,188		Approved Feb 2017

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
ICT		2017/18	2,221		Approved Feb 2017

6.2 **Legal**

There are no legal implications arising from this report.

6.3 **Human Resources**

There are no HR implications arising from this report.

6.4 **Equalities**

Has an Equality Impact Assessment been carried out?

| | Yes | See attached appendix |

| X | No | This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required. |

6.5 **Repopulation**

There are no direct repopulation issues arising from this report.

7.0   CONSULTATIONS

7.1 This Strategy has been considered and approved by the Corporate Management Team.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.

Inverclyde Council
ICT Strategy
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1   Executive Summary.

1.1   This document sets out Inverclyde Council's ICT Strategy for the period
       2017 – 2020.

1.2   It develops and builds on the work completed in line with the previous ICT
       strategies and aims to provide an efficient, responsive and innovative
       service based on the following Service goals:
       - Service Excellence: getting the basics right and providing reliable and
         stable customer service
       - Business Focus: helping the council achieve its current and future
         business outcomes
       - Technology Innovation: Exploiting current assets and embracing
         emerging trends
       - Digital First: Improving Digital Services for customers and services
       - Enabling Service Change:- Supporting service with technology enabled
         change
       - Service Agility: The ability to be flexible and responsive to business
         needs

1.3   The strategy document identifies:
       - The underlying principles and values of ICT Services
       - Defines the role of ICT within the Council
       - Highlights internal and external factors driving the service's activities
       - Identifies the key areas to be addressed during the period of the strategy
       - Identifies links and dependencies with other strategies, developments
         and services

1.4   It is recognised that the strategy requires to be:
       - Realistic
       - Achievable
       - Pragmatic

1.5   The Strategy supports the Council by showing how investments in
       applications and technologies can be used to their full extent to support new
       and better ways of working and deliver a stable and efficient ICT platform.
       An Action Plan detailing key processes and outcomes is at Appendix 1.

1.6   It should be read in the context of the Council's Customer Service Strategy
       that was approved at Policy and Resources Committee in September 2015.
       It is a partner document of the 2017 – 2020 Digital Strategy.

1.7   The Councils Organisational Development Strategy outlines the Councils
       commitment to ensuring our employees have the skills and are suitably
       trained to provide high quality services. The skillsets of ICT Staff will be
       continually assessed with gaps being addressed in individual development
       plans.

2   2013 – 2016 Strategy Review

2.1   The Councils previous ICT Strategy was published in 2013 and identified Key Areas and Targets for the period 2013 – 2016.

2.2   It defined the main role of ICT and key areas of service to be delivered during the period of the report:
- Developing ICT Staff Competencies and Service Resilience
- Maintaining Operational Support
- Delivering the Rolling Refresh/Asset Management programme

2.3   It delivered a range of Infrastructure changes that allowed the Council to support its ambitions to provide a wider range of online service to both its customers and staff:
- Data Centre Refurbishment and Server Virtualisation
- Implemented a more flexible Server and network refresh programme
- Delivered infrastructure changes to allow the introduction of Bring Your Own Device (BYOD) in the secondary school estate.

2.4   To support the Digital Access Strategy the Council delivered a set of key technology and infrastructure upgrade programmes which provided a platform to deliver the aims of the DAS. The Office Rationalisation and Mobile & Flexible Working Programmes were two examples of technology-enabled change which were delivered in support of wider Council aims.

2.5   Investment in ICT infrastructure is key to maintaining a high degree of availability of services as well as meeting increasing compliance demands. A number of the Council's critical systems are now resilient across multiple sites within the Council.

2.6   During the period of the Strategy a significant proportion of the Council's desktop estate, including all of the monitor estate, was refreshed using the Scottish Government desktop and mobile frameworks.

2.7   Additional support for mobile technologies was implemented allowing a wider range of devices to be used.

2.8   A new mobile and voice contract was awarded, providing inclusive calls and texts as well as increasing the availability of 3G and 4G data plans

3   Local Context

3.1   Inverclyde Council has developed a "Nurturing Inverclyde" approach that
        has been rolled out across all services to help achieve its vision. The
        Council has developed this approach through adapting the wellbeing
        outcomes that are used in the 'Getting it right for Every Child Model' to suit
        the needs of all Council Services expanding it to cover Getting it right for
        every child, citizen and community'. The wellbeing outcomes that the
        Council uses are:

- Safe
- Healthy
- Achieving
- Nurtured
- Active
- Respected
- Responsible
- Included

3.2   Inverclyde's Single Outcome Agreement 2012/17 (which will develop into
        the Local Outcome Improvement Plan from October 2017) identifies the
        priorities and issues which affect the lives of Inverclyde residents, and sets
        out priority areas of focus and outcomes which, when achieved, will
        improve the quality of life of the people who live here.

3.3   The actions resulting from this strategy will contribute to the Council's
        vision and SOA outcomes by ensuring that delivering excellent service is
        at the heart of everything we do. We will also achieve these objectives by
        learning more about our community and striving to modernise and improve
        in line with changing times, decreasing resources and technological
        advances and demand."

4 **National Context**

4.1 The Scottish Government has a Digital Vision for Scotland to be a world-class digital nation by 2020, a country in which:
- Digital technology provides a foundation for innovative, integrated public services that cross organisational boundaries and deliver to those in most need, and for services for business that promote growth;
- Digital technology captures patterns of service use and feedback, so that users of public service are more directly involved in service design and improvement;
- This use of digital technologies provides a firm basis for a shared commitment to, and responsibility for, public services

4.2 In March 2017 the Scottish Government launched a refreshed Digital Strategy for Scotland that will ensure that Scotland is recognised throughout the world as a vibrant, inclusive, open and outward-looking digital nation.

4.3 It includes an action plan "To create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth." This Strategy links directly into key elements of the plan and aims to support its broad ambitions and objectives across its headline targets:
- Economic growth
- Participation
- Productivity
- Population
- Inclusion
- Sustainability
- Solidarity

4.4 The outcomes for its vision "To realise Scotland's full potential in a digital world." Are directly related to outcomes identified as part of developing this Strategy.

4.5 The Scottish Local Government ICT Strategy is a response to the 2013 McLelland review and has set the agenda for Digital Transformation in Scottish local Government. It created a ten year vision of how digital projects would be delivered in a local authority context.

4.6 The Strategy focuses on the achievement of three outcomes, enabled by ICT that will take us to the vision:
- Digital Services
- Reduced Costs
- Enabling Reform through ICT

4.7 The Strategy is also closely linked to the achievement of:
- A reduction in the local and global environmental impact of our

energy consumption and production
- A Digital Enabled Economy

4.8   The Scottish Local Government Digital Office.

The Local government ICT Strategy board identified a requirement for a Chief Digital Officer role to be central figure to take forward a range of options and opportunities for joint or collaborative working. It aims to advise and lead on a transformation on the way Local authorities in Scotland deliver services digitally.

4.9   In particular it is looking to build a common approach in three areas:
- Digital Leadership – Getting the culture, comms and skills right to digitally transform local government
- Digital Services – Redesign services which are supported by digital technology that help reduce costs whilst still delivering the best outcomes for the citizen
- Digital Foundation – Configure a back office fit for purpose in the digital age and exploit Cloud Computing, Big & Open Data, Mobile & Flexible working, Collaboration tools whilst balancing the need for Security and the ability to operate in a flexible and responsive way that does not prohibit councils from doing business

4.10   As part of the Councils' Digital Strategy it is committing to join the collaboration and look to take advantage of the joint working opportunities that could be delivered by the programme.

5 **Service Provision**

5.1 Delivering Value for Money Services

ICT has a revenue budget of just over £2.2m. The Service aims to deliver a cost effective and efficient service. Operational support and service delivery costs, including running costs of equipment, are minimised and new ICT related developments and projects required by the organisation must deliver quantifiable efficiencies and benefits.

5.2 ICT currently has a staff complement of 34 and supports just under 6000 desktop and laptops and just over 16000 individual user accounts across Corporate and Education networks.

5.3 Building on Existing Investments

The service will, wherever possible, continue to build on and exploit previous investments. Where it is not possible to widen the use of existing systems into new service areas, the Council will continue with its established practice of procuring business solutions via Corporate Procurement and using the appropriate framework/procurement route, rather than developing these in-house. The internal development route will only be used for tactical solutions where no cost-effective existing solution is available.

5.4 As the national ICT strategy of a central procurement route establishes itself, there may be increasing opportunities to 'buy into' agreed solution frameworks, co-ordinated by Corporate Procurement and Scotland Excel.

5.5 The Council procures business solutions from a diverse range of suppliers, some of whom supply several different systems to different Council services. In order to ensure these are managed effectively, the ICT Service and Corporate Procurement liaise with the major suppliers' account managers on a regular basis via the established Supplier Management Process.

5.6 Continuous Improvement

The service is continuing to experience resource reductions in common with other Council services, along with increasing work demands and this is expected to continue for the foreseeable future. Service metrics show that the overall workload is continuing to increase steadily and in order to at least maintain the service levels/support capabilities currently delivered, the teams need to continually develop smarter ways of working.

5.7 Performance against SLA targets remains consistently above 90% for Incidents and Service Requests and the availability of systems and network services is normally close to 100%; confirmation of the quality of the infrastructure in the organisation.

5.8   Service Delivery

A core function of the ICT service is to maintain and support ICT infrastructure, systems and users to ensure Council services are delivered efficiently. As a reactive support function, this aspect of the service is expected to run as efficiently as possible. The continuing use of automated software tools, established best practice and service benchmarking will ensure the service continues to evolve and is as efficient as possible, whilst remaining fit for purpose.

5.9   Systems Delivery

The delivery of Server and System infrastructure is key in supporting the efficient delivery of Council Services. Investment in key new technologies and further development of existing systems will continue to provide a sound basis for developing new and improved customer and service facing systems.

5.10   Project Management

There is a small Project management function within ICT to support internal and service led projects. ICT managed projects are delivered in close co-operation with services, using a formal project methodology based on PRINCE2, to ensure that the work is properly controlled and that services are able to realise business objectives and benefits.

5.11   Working with Services

Growing demands for better outcomes from joining up services means that we need to adopt new forms of digital collaboration and co-operation across agencies. This is evident in the integration of Health and Social Care and lessons learned from the increasing requirement for closer working with other partner agencies.

5.12   The Council will continue to work with NHS colleagues to deliver a new "patient/social care" portal which provides information across the two organisation's key systems.

5.13   The Council will also take advantage of the Scottish Wide Area Network (SWAN) to enable the sharing of ICT networks, Wi-Fi and equipment across the Council, NHS GGC and potentially other partners in future. This will provide flexible working options for staff from other agencies partnering with the Council.

5.14   ICT will examine "Cloud-based" collaboration solutions as a means of providing a secure environment for cross-agency and community engagement – integrating these with the common identity platform to protect data.

5.15   ICT will engage with Service to ensure that existing systems are being

used effectively and that Services are aware of the full functionality and capabilities of existing systems such as collaboration & communication tools.

5.16 The projected demographic change will provide Inverclyde Council with different challenges and demands to deliver public services. To meet the growing pressures of demand on public services and to improve services, ICT will examine the opportunities digital transformation provides to support this objective.

6 Information Security

6.1 The Council is obliged to conform to a number of Government security controls. Therefore it is a given that compliance with these controls will form part of any technology initiatives and developments.

6.2 Protecting and preventing unauthorised access to our own and our customers information is critical. We manage access to and protection of our network and facilities on a continuous basis to protect our sensitive information and assist the Council in maintaining compliance with a range of legislations.

6.3 There is a growing requirement to deal with the issues associated with Cyber Security. Alongside providing adequate levels of security for the Council's infrastructure, ICT will support the Information Governance group in dealing with the individual data management responsibilities of each employee.

6.4 The continued emergence of, and transition to, Cloud Based technologies will have a significant impact on Council systems. However, the introduction of these has to be considered against the requirements of the various compliance and security regulations that apply to Councils and other public sector organisations. (e.g. SWAN/PSN Compliance)

6.5 There is a wide range of supporting infrastructure and software which ICT will continue to manage, maintain and improve to ensure adequate protection to our environment, ranging from firewall and internet protection, to network and remote access security, as well as antivirus and encryption software on all necessary devices.

6.6 Secure connectivity with partner organisations and Scottish Government is an essential part of how we do business. We must therefore continue to maintain our infrastructure and security systems at an adequate level to achieve our Code of Compliance i.e. recognition of our security best practice for connection to the Public Services Network (PSN) and subsequently to our partners.

6.7 The potential impact on privacy of new technologies is a potential issue and as new social media products emerge and there will need to be an ongoing dialogue with relevant Council services.

6.8 The Council is required to comply with all national level legislation, including Freedom of Information (Scotland) Act 2002 and Data Protection Act1998 and has agreed policies relating to Acceptable Use of ICT Systems, Records Retention and Information Classification. A training programme for all employees in data protection and information security is underway across the organisation.

7   **Core Systems**

7.1   The age, complexity and diversity of software and systems within the
        Council complicates the drive towards leaner and more joined up services.
        A number of systems cannot be easily connected to provide the right
        tracking and assure service delivery. The lack of integration also means that
        opportunities to drive better insight from customer data are limited.

7.2   As part of this strategy a full Strengths, Weaknesses, Opportunities and
        Threat (SWOT) review of all core systems is to be undertaken. The review
        will determine if each identified system still provides best value and
        appropriate functionality.

7.3   The review could identify the potential replacement of existing systems
        which are no longer sustainable the implementation of newer more suitable
        systems potentially procured as a hosted Cloud based system or in
        collaboration with partners. This needs to be considered in the wider context
        of the current financial climate and alternative subscription/demand based
        pricing models normally associated with these services.

7.4   This process is aimed at delivering an "optimised" set of solutions as well as
        laying out a roadmap towards a cost effective, sustainable and integrated
        technology solutions which support the Councils core requirements and
        services identified in the Customer Service and Digital Strategies. It will
        determine if current core systems:
        • Meets current service requirements
        • If appropriate, has the ability to provide online services and integrate
          with Lagan CRM.
        • Meets longer service term requirements

7.5   The current list of Core Applications and Systems are identified at Appendix
        2.

8 **Asset Management Programme & Procurement Strategy**

8.1   The Council has a well-established Hardware Refresh Programme that has delivered a modern and reliable desktop estate across both corporate and school networks.

8.2   As part of savings identified during the budget exercise, the Council has now implemented a 6 year hardware refresh programme of its desktop estate.

8.3   The Council recognises that there is a changing environment as more service are delivered differently and that a traditional desktop environment may not be suitable for all future requirements. Increased use of Tablet devices will allow staff to work in a more flexible manner.

8.4   The Refresh Programme is grounded in the availability of financial resources and while every effort is made to meet user demands this cannot be guaranteed.

8.5   Education Services

        In schools it is recognised that the way children and young people learn is changing significantly and it is imperative that way ICT is delivered changes to reflect that new approach.

8.6   ICT provides extensive support to the schools network and equipment within. However it is clear that to carry forward the curricular objectives of Educational Services while maintaining a compliant and supportable ICT infrastructure, a specialised approach has to be undertaken and innovative solutions need to be devised.

8.7   It is recognised that schools have extraordinary ICT needs, and regular meetings between ICT and Education Services have delivered a close working relationship. In response to these changing needs Education Services have produced a Schools' ICT Strategy as an adjunct to the corporate ICT & Digital Strategy documents

8.8   The strategy identifies a number of key areas to be developed however at its core is the requirement for children and young people to have access to the appropriate technologies required to support their learning in the curriculum.

8.9   At present the School Estates consumes 68% (£124,000) of the Desktop Refresh Budget (£183000)

8.10   Traditionally this has been used to replace existing equipment on a like for like basis. This strategy will amend this approach to provide a more flexible approach to equipment purchasing, whilst keeping spend within existing budget limits.

8.10 ICT will work with Education Services and the Schools to establish the best mix of equipment and services and will adjust procurement accordingly.

8.11 The delegation of resources directly to schools as part of Pupil Equity Funding will allow increased procurement of ICT by schools. This will be managed via a framework and service catalogue to ensure a standardisation of the estate within schools

8.12 The Council has agreed that the current ICT Estate represents the Core ICT provision. Requests for additional equipment in addition to this core estate is to be funded by services and will include an ongoing support provision.

8.13 Procurement Strategy

The Council has used wherever possible National frameworks to procure ICT Services ensuring the best value for money available by taking advantage of the "bulk buying" power of the Scottish Public Sector.

8.14 National initiatives may influence the Council's ICT future procurement strategy. In addition to existing frameworks such as SWAN, the growing availability of Cloud-based services, the role of the Improvement Service and Local Government Digital Office and other centrally-controlled procurement routes, facilitated by Corporate Procurement, will drive changes in the way the Council has traditionally procured ICT systems.

8.15 As the Digital Office establishes itself, there should be increasing opportunities to 'buy into' national solution frameworks.

8.16 The Council procures ICT Hardware and Software Solutions from a diverse range of suppliers, some of whom supply several different systems to different Council services. In order to ensure these are managed effectively, the ICT Service and Corporate Procurement liaise with the major suppliers' account managers on a regular basis via the established Supplier Management Process.

8.17 In order to ensure compatibility with all Council Systems a standard Technical requirements document will be included in each procurement exercise. The Council's Procurement Manual details the requirement for services to engage with ICT Services in any procurement process where there is an ICT hardware, software or services element.

8.6.5 Most Council projects start with business cases that define all costs and benefits of the proposed work. Each project should be managed within an agreed project management framework and, in order to confirm that the project has delivered the expected benefits, the final stage should be a benefits realisation exercise that measures the final, real costs incurred and the delivered benefits. These can be compared with those detailed at the project outset and the experience and lessons learned subsequently fed into future work. A 'Lessons Learned' review should take place at the

end of each project.

9 Reporting & Review

9.1 Key actions from the Strategy will also continue be incorporated within the Environment, Regeneration & Resources Corporate Directorate Improvement Plan and monitored via the Digital Access Working Group an form part of the Bi-Committee, ICT Update.

10 Beyond 2020

10.1 The Council is committing to use current systems the life of this Strategy, however it is both accepted and anticipated that the digital landscape will continue to change significantly in the next three years.

10.2 As part of the reporting and review process and in tandem with the Digital Strategy, ICT Services will develop a position on the use of cloud and hybrid technologies that could provide a different range and approach to delivering ICT services to the Council and its customers.

10.3 In anticipation of greater collaboration between public bodies in Scotland the Council will continue to work with the Improvement Service, the Local Government Digital Office, COSLA, SOLACE and SOCITM to identify opportunities for joint and shared services where appropriate.

Appendix 1 - ICT Strategy Action Plan 2017 - 2020

Action	Action	Milestones	Success Criteria	Target Date	Responsibility
Service Provision	Continuous Improvement	Review and publish updated SLA Targets	New SLAs agreed and then met.	From June 2017	ICT Service Manager
	Working With Services	Regular engagement with key Services including Education, HSCP and Finance serviced	Deliver objectives in the Digital Strategy	From June 2017	ICT Service Manager
	Training & Skills Development	Identify training and skills required to support the service	ICT Staff have appropriate skills & knowledge to deliver high quality services	Ongoing	ICT Service Manager

Action	Action	Milestones	Success Criteria	Target Date	Responsibility
Information Security	Network and System Security	Support the Information Governance group in dealing with the individual data management responsibilities of each member of staff.	Corporate approach to data handling and electronic document management.	Ongoing	ICT Service Manager
	PSN Compliance	Use of industry partners to provide Security Assurance through the Penetration Test & IT Health check process. Maintain PSN Code of Connection compliance/accreditation	Provision of report and implementation of recommendations PSN Compliance Certificate	May 2018	ICT Service Manager

Action	Action	Milestones	Success Criteria	Target Date	Responsibility
Core Systems	Review Core Systems	Engage with services to review Core Systems. Complete a full Strengths, Weaknesses, Opportunities and Threat (SWOT) review of all core systems Determine if each identified system still provides best value and appropriate functionality. Develop plans for retirement or replacement of existing systems which are no longer sustainable and integrating their functions into other existing Council solutions. Subject to appropriate cost/benefit analysis.	Council Systems are robust, provide best value and appropriate functionality.	April 2018	ICT Service Manager
	Ensure that existing systems are being used effectively	Engage with services to ensure that existing systems are being used effectively. Focussing on collaboration and communication tools including the Cisco telephony systems, Cisco Jabber, JANET Video Conferencing. Evaluate Skype for Business as an alternative client.	Services have access to the tools and functions required to provide effective efficient services to customers and staff.	August 2018	ICT service manager

Action	Action	Milestones	Success Criteria	Target Date	Responsibility
Asset management Programme & Procurement Strategy	Hardware Refresh programme	Support requirement for children and young people to have access to the appropriate technologies required to support their learning in the curriculum	Equipment remains up to date and fit for purpose.	Ongoing	ICT Service Delivery Team Leader
	Supplier management	ICT Service and Corporate Procurement liaise with the major suppliers' account managers on a regular basis via the established Supplier Management Process.	Appropriate level of supplier support and best value.	Ongoing	ICT Service Manager
	Cloud Based Services	Investigate migration of services to Cloud based/hosted systems.	Systems delivered efficiently and within appropriate pricing structures	December 2018	ICT Service Manager

Appendix 2 – List of Core Systems

System Name	Supplier	User Services	Description	Review Date
Task FMS	Total Mobile	All Customer facing services	Corporate finance and accounting system	
Lagan Enterprise	Kana	All Customer facing services	Customer Relation Management System	
W2 EDM	Civica	HSCP Finance Services	Corporate Electronic Document Management System	
HR21/CHRIS21	Frontier	ODHR All Services as clients	Corporate ODHR and Payroll Administration/Self Service Web Portal	
ICON Cash Receipting	Civica	Finance Services	Payment Collection and Receipting	
iWorld	Northgate	Finance Services	Revenues and Benefits Management System	
Dynamic Resource Scheduling	Kirona/Optitime	Customer Services	Scheduling and Diary Management	
Uniform	iDox	Safer Communities	Case Progression and Complaint Management	
eForms	Victoria Forms	Revenues & Benefits	Online form	
W2	Civica	Revenues & Benefits HSCP	EDRMS	
Webfleet	TomTom	Roads & Transport	Fleet & Vehicle Tracking	
TranMan	Civica	Roadt & Transport	Fleet Management	
Seemis	Seemis	Education Services	Education Management Information System	
ePlanning	iDox	Property & Planning	Online Planning Portal	
Uniform	iDox	Property & Planning	Planning/Building Control	
SWIFT	Northgate	HSCP	Social Care Management System	
SIS	CADCORP	Council wide	GIS	
ParentPay	ParentPay	Education	School fund payments	
Symphony	Aligned Assets	Council Wide	CAG	
PAMIS	Technology Forge	Property	Property Asset management System	
Content master	Web-Labs	Council wide	Web Site Content Management System	
WOM	Total Mobile	Property & Planning	Works order Management System	
Clockwise	Softworks	All Service	Time Management and FWH	
QPR	CACI	Corporate Policy and Partnership All Services as clients	Performance Management & Reporting	
NDR	Northgate	Revenues & Benefits	Non Domestic Rates Management System	