

Report To: Policy & Resources Committee

Date: 4 February 2014

**Report By: Acting Corporate Director
Environment, Regeneration &
Resources**

**Report No: ICT 4-2-14 ICT
Collaboration Proposals**

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Subject: ICT Collaboration Project - Recommendations

1.0 PURPOSE

1.1 The purpose of this report is to update Committee in respect of progress with the ICT Collaboration Project and to present recommendations, taking into account the views of services, anticipated benefits, available resources and progress with current local and national work.

2.0 SUMMARY

2.1 The ICT Collaboration Project was initiated by East Renfrewshire, Inverclyde and Renfrewshire Councils to explore opportunities for sharing ICT, rather than formally combining staff into one organisation. Consultants were appointed, following a jointly commissioned tender exercise to lead this work. The contract is proposed to run for a period of up to 2 years, with a number of contract 'break points' at 4 and 21 months. Each participant has the opportunity to withdraw at either of these points.

2.2 CMT Report ICT 19-09-13 ICT Collaboration Proposals, presented on 19th September 2013 recommended that the Council progress to Stage 2 of the project to develop more detailed project mandates in the following areas:-

- Education: Technology for Innovation
- Digital Access: Customer Excellence
- Information as an Asset
- SWAN/PSN
- Modernising ICT Through Better Procurement

It should be noted that the Council has continued to proactively participate in the collaboration project for the areas shown above. The above report recommended that the Council did not proceed to Stage 2 for the collaboration opportunities associated with Agile Working and Health and Social Care Integration.

2.3 Significant progress has been achieved with the agreed programme of work with Renfrewshire and East Renfrewshire Councils during Stages 1 and 2 of the collaboration project thus far as detailed in section 5.0 of this report. This has required extensive involvement of officers from across Council services corporately to explore and consider future delivery options for the service functions shown in paragraph 2.2 above.

2.4 The Council received a further update document from Castlerigg on the 17th January. This document, the Portfolio Definition Document, outlines the plan, resources, governance, stakeholder engagement plans for the next stage of the process. The document confirms that Council resources will be required to contribute to and in the case of Digital Access, lead the various projects through the next stage of development.

- 2.5 A budget of £100,000 was approved by the each participating council for the consultancy work and to date £32,640 has been paid by Inverclyde.
- 2.6 It is both logical and expected by Government when embarking on investment in major new systems and service development, that Councils should investigate the potential benefits of sharing with like minded partners. The option of collaboration within ICT has been explored in this case.
- 2.7 **Education:** Following significant investment by the Council in the schools estate and associated ICT enhancements, Inverclyde's schools are well served with current and future technology requirements 'designed in' at the outset. A number of service development options are already being progressed internally within the Education service to enhance pupil experience and development.
- 2.8 **Digital Access:** In parallel, Inverclyde Council's Modernisation Programme and ICT Strategy and the planned work associated with the Digital Access/Channel Shift Strategy is considered to be progressing well internally. Services corporately believe that very effective inter-disciplinary working in Inverclyde Council has delivered consistently good results in a cost-effective and agile way and that this is a factor that should not be underestimated when deciding on the most appropriate way forward for the Council to meet future ICT development needs.
- 2.9 **Information as an Asset:** The Council has a substantial workstream in place over the next 6 months or so to implement the Priority Action Plan identified by the Information Governance Steering Group (IGSG) and there is a question as to whether the Collaboration Project would alleviate or add to existing workloads in the essential delivery of compliance in this function.
- 2.10 **SWAN & PSN:** With respect to the Scottish Wide Area Network (SWAN) the national SWAN Project offers the potential to develop this infrastructure further in a cost-effective manner. It is essential that Inverclyde Council and many other public sector organisations in the UK ensure compliance with Cabinet Office requirements of the Public Sector Network (PSN). ICT advise that it would be better to manage the PSN accreditation process as an individual Council.
- 2.11 **Procurement:** The officers involved in modernising ICT through better procurement believe that the existing systems and processes will be fit for purpose in the medium term (3-5years) and therefore advise there is no need in the medium term for major systems replacement, whether this applies at a local or joint Council level, due to the likely expense and disruption incurred.
- 2.12 **Decision Criteria:** In order to develop overall recommendations on the most appropriate future strategic ICT solution for the Council and take a decision on to whether to continue with this collaboration project, consideration has been given to:
- The level of benefits offered by each proposed opportunity area,
 - Any potential loss of economy of scale if the Council decide to progress out with a partnership,
 - How to address any potential risks associated with potential 'single person dependencies'
 - Progress made to date with equivalent Modernisation Programme work and whether it is more beneficial to continue with this, rather than the collaborative work,
 - Any potential duplication with national level initiatives already in progress,
 - Organisational and service readiness, resource capacity for the proposed work, and
 - Any potential risks – eg delivery of existing Modernisation programme work.
 - The affordability and sustainability of each approach
- 2.13 Across Inverclyde Council, there are many excellent examples of the various professional disciplines in services working together with ICT to deliver Council projects. These demonstrate that the size of the organisation works in its favour, as major

projects are delivered in an efficient, agile manner without major overheads associated with larger projects. This fact should not be overlooked when considering 'economies of scale'

- 2.14 Finally, it is worth documenting that the process of reviewing current progress and status of work across the three partner Councils has been valuable. As a result it has become clear that Inverclyde Council's ICT provision is closely aligned to the organisation's current and future requirements, fit-for-purpose and that the ICT Service is delivered in a cost-effective manner.

3.0 RECOMMENDATIONS

It is recommended that:

- 3.1 Inverclyde Council withdraw from the ICT Collaboration Project on the following grounds:-
- Lack of clarity as to the overall costs and benefits of the collaboration opportunities at this time when compared with existing and planned work in equivalent areas.
 - Duplication of work in some areas where national initiatives are undertaking identical work.
 - The risk of delaying progress with the existing agreed and planned work programmes within ICT and Council Services.
 - Continued involvement will divert scarce technical and management resources from the Council's priorities.
 - Collaboration and information sharing across a wider selection of organisations, is already happening and an example of this relates to PSN compliance work facilitated by SOCITM and this approach should continue.
- 3.2 Committee agrees to continue the planned work of The Modernisation Programme and the Digital Access, Customer Service and ICT Strategies and note that updates on progress and delivery will be presented to Committee no less frequently than every second meeting.
- 3.3 The remaining budget within the ICT Collaboration earmarked reserve is allocated to the Council's Modernisation fund.

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Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 The ICT Collaboration Project was initiated by East Renfrewshire, Inverclyde and Renfrewshire Councils in June 2013 to explore opportunities to "...develop shared arrangements for the delivery of aspects of ICT". This remit was to focus on sharing, rather than formally combining staff into one organisation. Following a tender exercise, Castlerigg Consulting were appointed to advise on and lead this work over a period of up to 2 years, with contract 'break points' at approximately 4 and 21 months.
- 4.2 Participation in the Collaboration Project met Government expectations that prior to investing in major new systems and service development, Councils should investigate the benefits of sharing with like minded partners. Given the scope and scale of the matters covered then it was an important part of the initial options appraisal that sharing with neighbouring Councils was considered.

5.0 COLLABORATION PROJECT PROGRESS

Stage 1 June 2013 – September 2013

- 5.1 The theme of the Collaboration Project developed quickly into a wider examination of the use of ICT to deliver greater efficiencies across council services, as there was a realisation that significant savings within ICT in isolation were not the priority. A Business Case was developed by the appointed consultants that proposed work in a number of collaboration areas, as follows:
- Education: Technology for Innovation
 - Digital Access: Customer Excellence
 - Information as an Asset
 - SWAN/PSN
 - Modernising ICT Through Better Procurement
 - Agile Working
 - Health and Social Care Integration
- 5.2 The Transitional Head of ICT met with relevant service management to ascertain their views on each opportunity. A report which summarised each opportunity, the views of the relevant service and the wider technology/modernisation perspective was considered by CMT on 19th September 2013 (Report ref - ICT 19-09-13 ICT Collaboration Proposals).
- 5.3 The above report recommended that the Council agree to proceed to Stage 2 (Project Opportunity development) for the following collaboration opportunities:-
- Education: Technology for Innovation
 - Digital Access: Customer Excellence
 - Information as an Asset
 - SWAN/PSN
 - Modernising ICT Through Better Procurement

The above report recommended that the Council did not proceed to Stage 2 for the

following collaboration opportunities on the following areas only:-

- Agile Working
- Health and Social Care Integration

This was after careful consideration by the Corporate Management Team of the positive progress achieved internally on the rationalisation of our operational property portfolio, supported by agile working and in relation to Health and Social Care Integration, the divergent views on the scope and direction of development compared to the other participating Councils.

Stage 2 October 2013 – Present

- 5.4 Joint workshops and information gathering meetings were held to ascertain areas of common requirement and a list of collaboration opportunities was developed. Notes from these workshops were circulated for discussion and Project Mandates for each of the collaboration opportunities were then developed.
- 5.5 The following points highlight the outcomes of Stage 2 – high level areas where the consultants have identified opportunities for collaboration:
- An opportunity to assist Education to maximise its use of technology, working with schools and corporate education teams to keep pace with technology innovation to support digital classrooms in the context of the new curriculum for excellence.
 - An opportunity to develop a shared strategic approach to customer services and the development of digital access to services.
 - Opportunities to collaborate on the approach to transformational change where ICT needs to respond as a business partner and deliver new technical capability.
 - There are opportunities to work collectively to understand and interpret changes to legislation and compliance standards such as Public Sector Network(PSN) compliance and as appropriate jointly procure external support and subsequent hardware / software.
 - There are opportunities to collaborate on the understanding of national ICT infrastructure development such as the Scottish Wide Area Network (SWAN) to understand impact and maximise investment and potential benefits.
 - Opportunities to collaborate around procurement where there is a forward plan of systems and applications to be reviewed, market tested and procured. These will be informed and directed by corporate and service requirements.
- 5.6 The early stages of the project required a high level of ICT staff input. Once the focus of activity shifted to the use of ICT to deliver greater efficiencies across Council services, the requirement for staff input grew to encompass a large number of service staff to attend workshops and information gathering meetings.
- 5.7 This resource requirement will not reduce throughout the project and it must be recognised that continued involvement will have an impact on staff resources and on the Council's remaining Modernisation agenda delivery and budget. Concern has been expressed corporately at the limited officer and management capacity and sustainability of continuing to service this approach.
- 5.8 A budget of £100,000 has been allocated to this project over 2013/14 and 2014/15. To date £32,640 has been paid by Inverclyde for Consultancy fees.

6.0 PROGRESS WITH EXISTING INTERNAL WORK

- 6.1 Working closely with Council services, ICT has an ongoing programme of work aimed at delivering agreed local priorities. This programme includes all the

collaboration areas highlighted by the consultants. After examining the proposals at this time in detail and comparing outcomes and deliverables, much of the proposed work appears to deliver limited added value to the programme already in place within the Council.

- 6.2 The following sections outline the work that is either already underway or already planned as part of the Council's ICT Strategy, draft Digital Access Strategy or Modernisation Programme.

7.0 EDUCATION & FUTURE TECHNOLOGICAL NEEDS

- 7.1 It has been necessary for ICT to develop very close and positive working relationships with Education Services' management and staff in schools locally over time and the ICT Support Service has responded extremely well to needs and demands within current resources in this respect.

Developing a Shared Vision for Education and associated ICT needs

- 7.2 As part of the collaboration process, Education Service representatives attended a facilitated workshop for the three Councils to share their current thinking on the future ICT needs over the next five to ten years with a view to establishing a 'shared vision' to steer the development of future technological support.
- 7.3 It is evident that there are divergent views of the future service direction in this respect and most of what was discussed and identified is already well underway. Inverclyde Council's participants have stated that in their professional opinion there were other established networks that should be used to achieve very similar outcomes - existing established QIO relationships and specialist working groups. In addition, the view has been firmly expressed that the Council already has the expertise in-house to drive the necessary improvements to meet service needs.

Estates and ICT Infrastructure

- 7.4 The Council's School Estate Programme, during which all secondary, ASN and the majority of primary schools have been renewed or fully refurbished, has resulted in Inverclyde schools being amongst the best in the country. As part of this programme, Property, ICT and Education teams worked closely together from the design stage onwards to ensure the establishments have current and future technology requirements 'designed in' at the outset.
- 7.5 This integrated approach is reflected elsewhere, in particular the established monthly Education/ICT Management meetings, which have allowed a deep mutual understanding to develop between the professional disciplines, resulting in facilities that not only support existing teaching methods, but have the flexibility to develop in line with evolving requirements of the teaching profession.
- 7.6 All schools now benefit from a scalable ICT infrastructure and all have wireless access for staff and pupils. In all secondary schools and some primaries, this access is available from most areas of the school and in others it is available within defined areas of the school.

Bring Your Own Device (BYOD)

- 7.7 As a result of the above, the Council has been able to instigate a trial of individual hand-held devices by pupils and staff (BYOD) at very low cost. This pilot is progressing well and an evaluation report on this will be presented early this year. The subsequent rollout of this initiative is likely to be low cost and quick because much of the ICT infrastructure is already in place.
- 7.8 As schools progressively use more on-line resources, additional bandwidth will be required. Currently, all secondary schools, except Lomond View Academy, are

provisioned with 100Mb Wide Area Network (WAN) connections, along with a number of primary schools. All other educational establishments have 10Mb connections. Upgrading bandwidth is a budget decision, not a technical one and one that will need to be considered in the future from a policy perspective.

GLOW

- 7.9 The use of GLOW is developing throughout Inverclyde schools and all staff and pupils have had accounts for a number of years. There are some functionality issues with version 7.5 which is the current release of GLOW, but these are the responsibility of the supplier and have been communicated to them. Informal professional networks of QIO staff are already established and the Service's view is that these are already sufficiently effective in promoting best practice in the use of GLOW.

Electronic Document and Records Management System (EDRMS) & Flexible Working

- 7.10 Management-level discussions are progressing regarding the further implementation of the Council's Corporate EDRM solution in Education. The system is already utilised by the Educational Psychology service as a key component of their flexible working programme.
- 7.11 The key message is that there is effective inter-disciplinary working within the Council resulting in an agile and cost-effective way of working that delivers consistent results. This level of agility is a factor that should not be underestimated.

Education Summary

- 7.12 The opportunities outlined as part of the Collaboration Project are already progressing well within the existing ICT programme in Inverclyde. However, experience is suggesting that entering into a formal collaborative arrangement could be detrimental to existing planned progress, due to differing strategic needs of the three Councils and the additional time and resource required to support the inter-council project. It is important to note that wider benefits of information and knowledge sharing in education are already being achieved through existing professional networks and consideration needs to be given to whether on balance a collaborative approach will match this Council's aspirations in terms of future provision of ICT support.

8.0 DIGITAL ACCESS

Collaboration Opportunities

- 8.1 A collaborative workshop was organised to consider opportunities for improving digital access and delivering channel shift on a partnership basis. The workshops covered a lot of ground and it was clear that the three partners had approached the area of customer services and digital access in different ways. Although all partners use the Lagan/Kana CRM solution which should act as a platform for service development on a partnership basis, each partner operates a different version with discrete plans for upgrades. Inverclyde's systems integration solutions were the most advanced although Renfrewshire has the widest selection of services offered through their customer service centre.
- 8.2 In 2013 Inverclyde Council formed a cross-service Channel Shift Group and has now developed a draft Digital Access Strategy, which appears elsewhere on the agenda. This details the Council's local priorities, the overall approach and provides a delivery roadmap. Work is developing very quickly in this area, with preparatory work already underway and this momentum needs to be maintained to meet service demands.

- 8.3 Involvement in the collaboration project will require resources and time from already busy senior and technical staff and there is a risk that this will delay or replace some of the existing planned work without measurable improvement in future ICT provision.

Existing Work and Plans

- 8.4 The Digital Access Strategy has been drafted for approval in early 2014. This gives a clear roadmap for the implementation of the priority areas already defined by the Channel Shift Group. These include more facilities for on-line payments, applications and self-service, wider use of Lagan by CHCP and elements of mobile reporting/working for Inverclyde staff.
- 8.5 Existing systems, integrations and infrastructure provide a ready-made platform for the proposed developments. It is envisaged that the existing CRM solution will be used for the foreseeable future and this means that upgrades and new features will be relatively easy and cost-effective to implement.

Digital Access Summary

- 8.6 The introduction of greater levels of self-service by the public is linked directly to the development of the Customer Service Centre and will improve customer service levels and generate efficiencies over time across a number of Council services.
- 8.7 To date, close working with Council services has allowed the strategy to be developed very quickly, along with a prioritised list of requirements. The manageable scale of Council services and close working relationships between disciplines means that deployment of this kind of initiative is very rapid, without large overheads associated with major rollout projects. It is the firmly held view of the officers involved in this aspect of service delivery that there is limited added value in continuing the collaboration in this area.

9.0 INFORMATION AS AN ASSET

Collaboration Opportunities and Existing Work Plans

- 9.1 The opportunities around this area are wide in scope and as yet vaguely defined. With regard to Governance, the view is that the opportunities are underdeveloped at this stage and a number of overlapping work streams already exist in this area. The Council's recently-appointed Information Governance Officer is already collaborating (formally and informally) with colleagues in both of our partner authorities, the West Of Scotland Hub established by the Keepers Office and the SOCITM Security Group.
- 9.2 The Council has a substantial work stream in place over the next 12-18 months or so to implement the Priority Action Plan identified by the Information Governance Steering Group (IGSG) and there is a question as to whether the Collaboration Project would alleviate or add to existing workloads.

Information Governance

- 9.3 The Information Governance Officer has made an immediate and significant impact on this area, driving forward a large number of Information Governance Group initiatives, as well as those related to legislative requirements. Much of the proposed collaborative work appears to overlap with the already planned activities and there is a risk that delays are introduced. A comprehensive update on progress is elsewhere on the Committee agenda.

IT Security/PSN Compliance

- 9.4 At first appearance, it would seem sensible to look at shared resource in relation to

IT Security/PSN Compliance, as this has caused many councils difficulty. However, Inverclyde's approach is quite different to that of the partner Councils. There is no dedicated IT Security resource and nor is it seen as a requirement to have this as a separate discipline. Inverclyde historically spends far less in this area than the partners, with no detriment at this time. Therefore, costs to Inverclyde are likely to increase for no apparent benefit, if the Council participates in this area of the collaboration.

Information as an Asset Summary

9.5 In many areas of Information Governance/Security and Data Protection, Inverclyde's recent progress has been significant and should be maintained with the current resources and plans.

10.0 SWAN/PSN

10.1 PSN Compliance

10.2 ICT Services question the value of a formal collaboration project for this opportunity; sharing of information and experience is of some value and is already being coordinated at a wider, national level, by SOCITM. Ultimately though, each organisation is responsible for meeting PSN controls in ways that meet its business requirements.

10.3 The Council already has an effective resource coordinating its PSN compliance work and although the new PSN compliance regime is currently still evolving and all future requirements are not known, Inverclyde has not experienced any major issues with its annual security compliance to date. There is a high risk that the proposed collaboration work will require substantial time and resource to discuss joint technical solutions that are not easily applied to Inverclyde Council and that would result in increased complexity and costs.

Scottish Wide Area Network (SWAN)

10.4 Inverclyde has an excellent Wide Area Network infrastructure that is scalable and very resilient. The Council's existing WAN contract with Virgin Media is due to end in mid-2014 and the Council recently approved a short-term extension to accommodate the SWAN implementation timetable.

SWAN/PSN Summary

10.5 ICT advise that it would be better to manage the PSN accreditation process as an individual Council. In addition, the national SWAN Project offers the potential to develop this infrastructure further in a cost-effective manner. In early 2013, Inverclyde signed up as an Observing Authority with SWAN and is in line to be a potential early adopter of SWAN services, should these be offered on acceptable terms.

11.0 MODERNISING ICT THROUGH BETTER PROCUREMENT

Collaboration Opportunities

11.1 A workshop involving representatives from the three Councils was held that concentrated on joint corporate procurement solutions and some of the contractual and legal difficulties. This is a complex area that is likely to take some time to deliver benefits that derive from the harmonisation of systems.

11.2 This opportunity area is likely to require a high level of staff input from each partner and, will put further strain on an already stretched Corporate Procurement function

for Inverclyde staff. The service questioned the real value of a joint project and there was a sense that it will be a distraction from existing priorities. There was also a feeling that there are other opportunities to achieve similar outcomes in other ways. In particular, there is a risk that there is duplication of national-level initiatives for joint procurement. There are also possibilities of wider joint procurement opportunities across all authorities.

- 11.3 The officers involved in this service area believe that the existing systems and processes will be fit for purpose for the foreseeable future and therefore believe there is no need in the medium term (3-5 years) for major systems replacement, whether this applies at a local or joint Council level, due to the likely expense and disruption incurred.

Existing Work and Plans

- 11.4 One of the national level work streams, "Local Government ICT Programme: Reducing Costs", has been running since mid-2013 and is specifically targeting the management of major systems suppliers, with the intention of driving down costs for all public sector bodies in Scotland. Inverclyde Council continues to actively engage with this initiative.

Modernising ICT Through Better Procurement Summary

- 11.5 The performance of the Council's Corporate Procurement function has improved dramatically over the last few years, demonstrated by the Procurement Capability Assessment overall scores rising from 15% in 2011 to 54% in 2013, with 5 out of 8 section scores now being scored at "Improved Performance" or "Superior Performance". Corporate Procurement is particularly focussed on achieving further improvements in areas such as supplier management and processes and systems.

12.0 SUMMARY OF PORTFOLIO DEFINITION DOCUMENT

- 12.1 Stage 2 of the project is the delivery stage for the identified collaboration opportunities. Each is described in detail in the ICT Collaboration Portfolio Definition Document which was received by the Council on the 17th January, 2014.
- 12.2 The purpose of the PDD is to describe this portfolio of work and outline the plan, resources, governance, success criteria and controls required to turn the opportunities identified in the original business case into a tangible and deliverable reality for Partners.
- 12.3 Specifically, the document details, for each opportunity, the roles and resources required to progress that initiative. Typically the roles include Senior Responsible Owner, Workstream Manager, Senior User, Senior Supplier, Project Manager, Service Representatives, Consultancy Support and internal Administrative Support. These roles and structures follow normal programme/project management practice.
- 12.4 The outcomes, deliverables, timescales and benefits for each opportunity are as previously detailed and there is no new information, in those respects, contained in the detail of the report.
- 12.5 The content of the report, in terms of resource and governance requirements, confirms that a substantial amount of officer time will be required to resource these opportunities for outcomes many of which are already being progressed or planned within the Council, or are underway at a national level.

13.0 CONCLUSIONS

- 13.1 In order to develop overall recommendations as to whether to continue with this

project, consideration has been given to :-

- a) The level of benefits offered by each proposed opportunity area.
- b) Any potential loss of economy of scale if the Council decide to progress out with a partnership,
- c) How to address any potential risks associated with potential 'single person dependencies'
- d) How the Council ensures the pace for technological and business system and process change is adequate to support ongoing service development, efficiency and effectiveness.
- e) Progress made to date with equivalent Modernisation Programme work in Inverclyde and whether it is more beneficial to continue with this, rather than the collaborative work.
- f) Any potential duplication with national level initiatives already in progress.
- g) Organisational and service readiness for the proposed work,
- h) The affordability and sustainability of each approach

13.2 The following points address each of the considerations identified in 13.1

- a) The level of benefits offered by the collaboration opportunities is unclear at this time. There is no collaboration area where specific significant benefits are shown to exist for Inverclyde when compared against both existing and planned work in the Council or against current national-level initiatives.
- b) Potential economies of scale that may accrue from some areas of this collaboration need to be balanced against the additional process formality that would be introduced as part of the development of formal sharing and scaling up of ICT services. There are many excellent examples of professional disciplines working together to deliver Council projects. These demonstrate that the existing size of the organisation can work in its favour, as projects are delivered in an efficient, agile manner, avoiding major overheads associated with larger projects. Where economies of scale **may** be relevant (eg supplier management, joint procurement), initiatives at a national level are likely to meet the need.
- c) The ICT service has addressed the risk associated with single person dependencies by running a training and cross-skilling programme for Applications Team staff over the last 2 years. The service is now as resilient as any other in the Council and has the capacity, with current resource levels maintained, to cope with current known levels of ongoing work, as well as development projects.
- d) With regard to maintaining the pace of business change within the Council, a track record exists that demonstrates effective working with services to deliver ongoing requirements. eg Replacement EDRMS implementation in Revenues/Benefits and Customer Services, flexible working, hand-held devices trials in schools.
- e) The Modernisation Programme is proceeding at the required pace, with a number of projects delivering to the required timetable, in support of agreed Council priorities. Nothing in the collaboration proposals indicates that progress with the Modernisation Programme will be helped. There is a risk that progress may be hindered by the fact that scarce technical and management resource in the services will be diverted from this work by participating in the collaboration work.

- f) National initiatives such as the “Local Government ICT Programme: Reducing Costs” related to supplier management and the SOCITM-coordinated work related to PSN Compliance overlap heavily with some of the collaboration opportunities and therefore, work and effort will be duplicated.
- g) With regard to organisational and service readiness for the proposed work, CMT has agreed that major corporate systems change is not anticipated at this stage, due to the level of funding and disruption involved. It is also to Inverclyde’s advantage that any planned work in this area be controlled at a local level, as the work can proceed at the relevant pace and in line with Council agreed schedules.
- h) The overall ICT service is cost effective, generally fit-for-purpose and delivers the required quality results for the Council. With the exception of the SWAN migration, no major infrastructure changes are planned or required in the foreseeable future. The remedial work in the Council’s data centre has improved resilience and the server virtualisation work will complete this year, further strengthening the ICT infrastructure. Looking ahead, the ICT provision within Inverclyde is in a sustainable position to continue to meet the organisation’s evolving requirements.

13.3 Across Inverclyde Council, there are many excellent examples of the various professional disciplines in services working together with ICT to deliver Council projects. It is evident that Council Services and ICT currently adopt a partnership approach to identifying and delivering major projects and service developments

13.4 This demonstrates that the manageable size of the organisation works in its favour, as major projects are delivered in an efficient, agile manner without major overheads associated with larger projects. This fact should not be overlooked when considering the potential ‘economies of scale’.

13.5 The Corporate Management Team has received updates on progress of the ICT Collaboration Project and has also met the consultants, Castlerigg, on a number of occasions. The CMT acknowledges that there may be benefits in collaborating with other Councils for ICT.

13.6 However, following very careful consideration, the consensus of the CMT is that on balance, given the Council’s current plans around modernisation, agile working and ICT infrastructure investment, much better progress would be made by concentrating on delivering existing plans, rather than diverting already limited resources into the Collaboration Project.

13.7 The withdrawal of Inverclyde Council from the Collaboration Project will have an impact upon East Renfrewshire and Renfrewshire Councils if for no other reason that the workload for delivering the various projects will be split over fewer partners. By the same token there may be positives for the two Councils in that it could make decision making quicker and make it easier to align requirements rather than developing a project between three Councils.

13.8 The Chief Executive will continue to have dialogue with East Renfrewshire and Renfrewshire Councils regarding the possibility of sharing other services where opportunities, are identified with each opportunity viewed on its own merits.

14.0 IMPLICATIONS

Finance

14.1 The agreed overall maximum Council contribution to the project is £100,000 over 2 years. To date, the Council’s share of consultancy fees has been £32,640. If the

Council withdraws then the final amount due will be clarified and any remaining sum is proposed to be added to the Modernisation earmarked reserve.

14.2 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years £000s	Proposed Spend this Report £000s	Virement To	Other Comments
Earmarked reserve	ICT Collaboration	2013/14	67	Modernisation EMR	Balance of original £100K allocation

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000s	Virement From (if Applicable)	Other Comments
N/A					

Legal

14.3 There are no legal issues

Human Resources

14.4 All human resources issues have been addressed in this report

Equalities

14.5 There are no equality issues arising from these proposals.

Repopulation

14.6 There are no repopulation issues arising from this report.

15.0 CONSULTATION

15.1 The report has been agreed by the Corporate Management Team. Services have been consulted and their views as to the value of the proposals have been included in the report.

16.0 LIST OF BACKGROUND PAPERS

16.1 ICT Collaboration – Portfolio Definition Document (Castlerigg Consultants)