Scottish Government Response to the McClelland Review of ICT Infrastructure in the Public Sector in Scotland

The Scottish Government

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SCOTTISH GOVERNMENT RESPONSE TO THE MCCLELLAND REVIEW OF ICT INFRASTRUCTURE IN THE PUBLIC SECTOR IN SCOTLAND

Foreword

The Scottish Government has a long standing commitment to improving the efficiency and effectiveness of the Scottish public sector. That commitment is shared by our public sector partners across Scotland, and there are already some excellent examples of innovative approaches to improving the quality of services delivered to citizens. Delivering public services more efficiently and effectively remains a key objective, and we will be pursuing a programme of public service reform with real vigour.

The Scottish Government has announced today spending plans for the next three years that will help us deliver our commitments to drive forward Scotland's economic recovery and continue to improve the quality of our public services, but we do so against the backdrop of the toughest financial settlement Scotland has seen since devolution.

We therefore need to work creatively across the public sector and to be relentless in our pursuit of best value for every pound of taxpayers' money that is entrusted to us. We also need to ensure that we are responding to the public appetite for public services to be delivered in ways convenient to them. We therefore commissioned John McClelland CBE to provide a report on the strategic management of ICT investment in the Scottish public sector, achieving better value for money from that investment, and on using ICT to support and drive multi agency working and more effective sharing of services.

John McClelland's Review of ICT Infrastructure in the Public Sector in Scotland[1] was published in June 2011 and I welcomed the publication and confirmed we would consider the recommendations and set out our response in detail. This paper does that. The review concludes that overall ICT investment in the public sector during 2008/09 was around £1.4bn and more than 60% of that expenditure was with industry suppliers. In addition the cost to organisations of the ICT staff was approximately £250m. There are clearly opportunities to reduce spend by improving our approach to engaging with suppliers and procurement across the public sector and by sharing and integrating our ICT requirements and support.

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[1] http://www.scotland.gov.uk/Publications/2011/06/15104329

My vision for public sector ICT is one of integrated and shared deployment and use, which enables the public sector workforce to engage with citizens and deliver efficient and effective services on a national, regional and local basis. I also expect citizens to harness the capabilities of digital public services and inform our priorities, allowing us to maximise innovation and skills available in the ICT Industry and the Public Sector throughout Scotland.

Our approach to digital public services, and how we procure them, will act as a driver for achieving our wider digital ambitions for Scotland. We will seek to optimise those wider benefits in designing and procuring services, working in partnership with the industry and wider stakeholders to ensure that we can deliver shared outcomes and support our digital economy aims. We can no longer maintain a self sufficiency mode in the financial climate. We must capitalise on good practice and spare capacity and we must stop duplication of effort.

In setting out the Government's spending plans today, I expect every public sector organisation to demonstrate how they will contribute to the potential savings identified in the review of up to £1 billion over the next 5 years. This report provides an overview of some key activities that are already in hand or under development to implement the recommendations in the review.

John Swinney

Cabinet Secretary for Finance, Employment and Sustainable Growth

McCLELLAND REPORT: KEY MESSAGES

♦ The McClelland report identifies a number of areas of good practice, but makes clear that more work is needed now to reduce fragmentation and duplication of ICT services across the public sector. There is also significant scope to pursue further improvements in procurement reform, and to improve engagement with external suppliers, to deliver better value for money. Ministers are clear that this should be given high priority.

♦ The report identifies the potential to save between £230m-£300m a year, by 2015/16, out of an annual ICT budget estimated at £1.4bn. Cumulative savings of between £870m and £1bn in the 5 years starting from 2012/13 are estimated. The 2011 Spending Review settlement assumes that savings at these levels will be made in the ICT budgets of the public sector.

♦ Urgent action is needed across all parts of the Scottish Public Sector and Higher and Further Education, to build on best practice and improve the way that ICT infrastructure and services are procured and deployed.

♦ Public bodies will be expected to secure improved value for money that is being obtained from all current and planned ICT expenditure. Ministers expect all public bodies to have clear plans in place to achieve cost reductions in their ICT budgets.

♦ Ministers have set clear expectations that public bodies will work collaboratively in their procurement and use of ICT. All public bodies must have ICT strategies that embrace effective collaboration and cost sharing with partners.

♦ Public bodies should also grasp the opportunity to be more active in deploying ICT to support on-line provision of public services, to unlock further operational and delivery efficiencies, and to respond to demands from service users.

McCLELLAND REPORT: FINDINGS, RECOMMENDATIONS AND IMPLEMENTATION

Background and remit

In February 2010, the Cabinet Secretary for Finance and Sustainable Growth commissioned John McClelland CBE to undertake a detailed review of the use and strategic management of information and communications technology within the public sector in Scotland.

The remit for the report was:-

> **The overall purpose is to review the strategic management of investment in Scottish public sector information and communication technology (ICT) infrastructure, reporting on how best to deliver improved value for money and support multi-agency working and shared services.**
>
> The review's remit also included:
>
> - Describing a future vision for the Scottish public sector ICT infrastructure.
>
> - Engagement across the public sector in Scotland at a senior-level to establish sources of data available to determine what we have, what we should ideally have, and how to bridge the gap.
>
> - Mapping the current landscape, identifying key issues, and opportunities for quick wins.
>
> - Making proposals for a strategy for change comparing the present position to the identified future state.
>
> - Addressing issues in governance and current ways of working, if appropriate, which will ensure that visible progress is made, having due regard for efficiency, economy and effectiveness, and also any existing investment plans by public sector organisations.

Key Findings

Mr McClelland submitted his final report to the Cabinet Secretary for Finance and Sustainable Growth in June 2011.

The key finding of the report was that the public sector is lagging where it should be and there is an opportunity to capture a multiplicity of benefits in radically changing how ICT is adopted and deployed and in how it enhances access to and improvements in the quality and value of services. Shared ICT platforms, a connection and spread of exemplar projects and enhanced engagement with the industry would reduce the proportion of cost invested in ICT by individual organisations and deliver local savings which might be partially reinvested in advancing the progress of ICT. It would also open the door to significant additional and wider savings in public sector costs by providing a platform for the operation of other shared services and better support sustainability goals.

The public sector should recognise that in the current economic environment a largely standalone and "self-sufficient" operating mode is no longer affordable and should commit to an era of sharing in ICT that will not only offer better value, but also still meet the needs of individual organisations and their customers.

The report then goes on to emphasise the following key points:-

- ICT adoption is progressing but still lagging where it should be.

- There are many outstanding exemplars and much progress can be made through a strategy of extending adoption of the practices and sunk investments executed by these exemplars.

- The use of ICT is not yet pervasive in the delivery of services and online access to services is still limited.

- Deployment is far from optimum and there is insufficient sharing.

- The standalone self-sufficient operating mode for ICT needs to be discontinued.

- Fragmented operating practices and structures are adding significant unnecessary cost.

- Procurement, commissioning and engagement with the industry are inadequately performed.

- Sustainability impacts and opportunities are not fully addressed.

- Lack of "oversight and governance" is a key reason for the current status.

- A complete paradigm change is required.

The report concludes that if the recommendations from the review are implemented savings in ICT investments can start in 2012/13 and grow progressively over five years to between £230m to £300m per annum, with a cumulative saving over five years of from £870m up to £1bn. It should be noted that this assessment excludes any further savings from shared services in other business operations which are facilitated through this transformation in ICT.

While the report sets out a challenging agenda for change, it also acknowledged that there are exemplars in the way ICT has been deployed and managed to be found across the public sector in Scotland. Building upon these exemplars, linking the 'islands of excellence', is a key goal in taking this work forward.

Implementation

While the main thrust of the McClelland report focused on the more technical aspects of the way ICT infrastructure is procured and managed, it also emphasises the increasingly important role that the use of technology is playing, and will in future play, in the lives of citizens. Scotland's Digital Future – A Strategy for Scotland[2], published in March 2011, acknowledged the transforming role that digital technologies could have for the digital economy and for the delivery of public services. It also emphasised the need to ensure that all parts of Scotland and all citizens can take full advantage of the digital revolution. To achieve that we need enabling infrastructure that provides, and can keep apace with, the latest technological developments.   In other words, the provision of ICT infrastructure is a means to an end, and often that end will be the direct provision of public services to end users. There is therefore a very clear connection between the McClelland report and the Scottish Government's Scottish Digital Futures Strategy.

This paper sets out the activities that are in hand or under development, to implement the McClelland recommendations and how these are being taken forward in step with implementing the relevant recommendations in the Digital Strategy. The focus in this paper is on the early actions that are being taken. Full implementation of the report's recommendations will be delivered over the medium term, and this early implementation plan will therefore be developed and extended as we engage further with our partners.

This paper sets out our plans in each of the following areas:

- ♦ **Resourcing**
- ♦ **Governance**
- ♦ **Developing National and Sectoral ICT Strategies**
- ♦ **Broadband**
- ♦ **Transformation and Digital Public Services**
- ♦ **Procurement and the ICT Industry**

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[2] http://www.scotland.gov.uk/Publications/2011/03/04162416

Resourcing

The spending review document confirms the following plans that will support the implementation of the McClelland review.

Level 3	2011-12	2012-13	2013-14	2014-15
	Budget £Million	Draft Budget £Million	Plans £Million	Plans £Million
Public Sector ICT Policy and support for public service reform*	4.9	4.7	4.7	4.7

*note: previously part of 'improving public services'

What the Budget Does

The budget line will provide support to programmes and projects designed to improve public sector efficiency and effectiveness, including support for improving the deployment and exploitation of new and existing public sector ICT assets.

In 2012-13 we will

• Implement the recommendations of the McClelland review of ICT infrastructure.

Governance

Delivering the vision described in the McClelland report, as well as the Digital Strategy will require substantial and prolonged engagement with all parts of the public sector and with the ICT industry. Therefore a key early priority is to ensure that we move to put in place mechanisms that will provide the governance necessary to deliver the vision, and to ensure that each part of the public sector and the ICT industry contribute to the fullest extent possible.
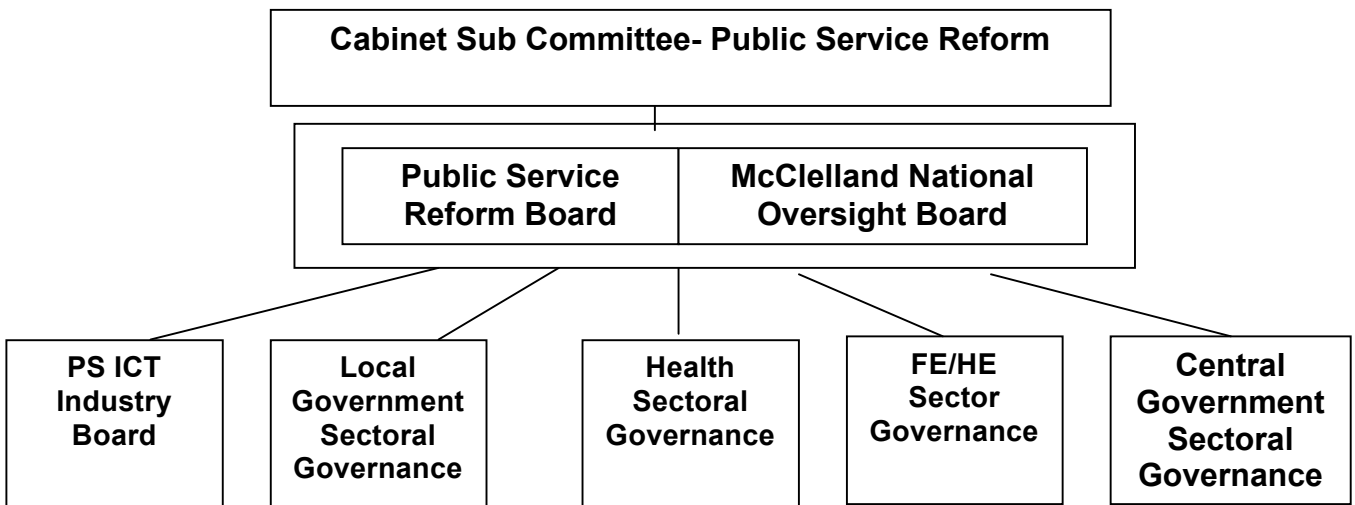
Following the publication of both the McClelland Review and the Christie Commission Scottish Ministers agreed to set up two Cabinet Sub Committees on Public Service Reform and Digital. Given the relationship both have with Public Sector ICT this gave a clear steer on the priority for taking forward the review recommendations.

The Cabinet Sub Committee for Public Service Reform will be served by a Public Service Reform Board (PSRB) which is made up of senior officials and Chief Executives from across the Public Sector. This Board will meet for the first time on 30 September 2011 and will be responsible for Reform, Public Sector ICT, and related Digital Public Services.

In addition, we have set up an Public Sector ICT Industry Board which will be served by an industry led group supported by Scotland IS which covers large and SME suppliers and related organisations. An initial session with over 100 representatives of the ICT Industry has been set up for September 2011. This will inform the board membership and remit. As recommended in the review, we are working with the sectors to develop the governance for Public sector ICT capitalising on the best practice or existing structures to ensure we don't duplicate effort.

The governance landscape for Public Sector ICT also links with Digital and Procurement as well as the wider reform initiatives, which recognises the cross cutting nature of Public Sector ICT. With this in mind, the illustration below covers the Public Sector ICT elements but needs to be seen in the context of the wider Public Service Reform, Procurement and Digital governance which form the bigger picture.

The governance should be established prior to the creation of a national ICT strategy document, so that the board is in a position to guide the process, and ultimately approve the outcomes that must feature in a national ICT strategy.

Early Actions

Deliverable	Task	Complete by
National Board	Establish a National Board.	September 2011
	Create supporting processes and secretariat.	September 2011
	Identify suitably experienced people to contribute to specialised responsibility areas.	November 2011
Oversight boards for each part of the public sector	Public sector engagement, including national support and direction.	September 2011
	Ensure Scottish Government family and other sectors arrange a system of delegated authority to formalise the decisions of the National Board and sector oversight groups.	November 2011
	Ongoing support and communication through the Programme Office.	Ongoing

Developing National and Sectoral ICT Strategies

We aim to develop and publish a public sector national ICT strategy which sets the context, describes the supporting processes and provides a foundation to take forward the ICT operating framework and the individual public sector strategies. The sector ICT strategies will have to be cognisant of ICT operating framework and any exemplars which are identified for wider re-use.

Early Actions

Deliverable	Task	Complete by
National Public Sector ICT Strategy and Sectoral Strategies	Start engagement with public sector and industry stakeholders, and Scottish Government policy areas to consider priorities for both national and sectoral strategies.	September 2011
	Develop outline priorities for national strategy document.	October-December 2011
	Refine, taking account of feedback from ICT architecture findings.	January 2012
	Approval from Public Service Reform Board.	February 2012
	Ministerial approval process through Cabinet Sub Committee for Public Service Reform and publish.	March/April 2012

This work will directly support the procurement work to pursue "islands of excellence" based upon any exemplar identified. The high-level architecture will very much set the blueprint for directing the way public sector ICT is developed.

Deliverable	Task	Complete by
Methodology Assessment	Explore options for delivering an ICT architecture looking at innovative and open methods.	September 2011
High-Level ICT Architecture	Work with sectoral governance to assess the current landscape and engage with public sector and industry stakeholders.	October-December 2011
	Develop draft high-level architecture.	April 2012
	Refine and publish operating framework, taking account of feedback and after appropriate board approval process.	June 2012
Standards and Technical Design	Agree scope for a national technical design authority.	December 2011

Broadband

Delivering the ambition for next generation broadband to all by 2020, with significant progress by 2015, as set out in Scotland's Digital Future: A Strategy for Scotland[3] is one of the Government's top priorities for this Parliamentary term. Availability of next generation broadband connectivity is critical to Scotland's future. It will enable delivery of the future generation of digital public services, health and social care (e.g. telehealth). Digital public services will provide services which are easier, quicker and more convenient for people to use, and at a lower cost than other methods. This will bring about public sector efficiencies and savings. In addition, broadband must also be considered in the context of the wider reform on public services.

These sentiments were reflected in the McClelland review, with the key recommendations that: network contracts should be aggregated to build a single Scottish public sector network, to be used by every public sector organisation, university and college; and that combined spend should be leveraged to gain cost and performance advantages, whilst also delivering benefits to remote and rural areas.

Next generation broadband infrastructure will support future innovation in the digital economy and ensure Scotland's business base can remain competitive in the global digital environment. It will help the transition to a low carbon economy – allowing people to travel less and work from home. It will also play a critical role in driving rural economic growth and competitiveness, creating more and better jobs and opening up new opportunities for a different way of living and working that encourages strong and growing rural towns and villages and respects and protects our environment.

Scotland has some of the most challenging and rural geography and public sector action will be required to facilitate and extend the roll-out of next generation broadband across the whole of Scotland to ensure that rural and remote communities are not left behind.

As part of Spending Review 2011, we are setting out plans for a Next Generation Digital Fund to accelerate the roll- out of next generation broadband across Scotland, with a particular focus on rural areas. The fund will seek to maximise public sector investment in broadband infrastructure and leverage maximum levels of private sector investment to improve broadband coverage in Scotland.

Achievements

Basic broadband availability in Scotland is now over 99%. This is following completion of the Broadband Reach Project in 2010 which provided over 2,400 broadband connections using satellite and wireless. This is a major increase from only 43% availability in 2001, when Scotland lagged behind the UK level of 63%.

In partnership with BT, over 2010-11, we have secured upgrades to 81 rural telephone exchanges across Scotland for improved broadband connectivity.

In October 2010, we secured the Highlands and Islands region as one of the first pilot areas of the UK to benefit from a share of £530 million UK Government funding for broadband. This project will deliver next generation broadband to around 50 towns and communities geographically spread across the Highlands and Islands. The project entered procurement in June 2011 and delivery of connectivity improvements is expected to begin within 12-18 months. In August 2011, we secured £68.8m for Scotland from the UK Government for next generation broadband roll-out. We will

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[3] http://www.scotland.gov.uk/Publications/2011/03/04162416

continue to work with the UK Government to ensure we get the best possible outcome for Scotland.

Public Sector Broadband Infrastructure

There has already been significant investment in high-speed broadband across the public sector in Scotland with the Pathfinder, Interconnect and JANET networks supporting education at all levels. The Scottish Government is investing £90m in Pathfinder alone (over 2007/08 – 2013/14).

Pathfinder North and Pathfinder South Projects provide high speed broadband to nearly 1,200 schools and other public sector sites across five local authorities in the Highlands and Islands, and across two local authorities in the South of Scotland. Furthermore, through Pathfinder South, we have contributed almost £240,000 to a next generation broadband pilot project in Annan that seeks to widen out access to the Pathfinder network for the benefit of business and communities.

Next Steps and Early Actions

The Scottish Government, working with other key stakeholders, is therefore developing a national plan that will bring together the ambition and actions in the Digital Strategy and the McClelland recommendations on broadband. We will consider the options available to us when we bring together our digital ambition for Scotland as a whole with our purchasing power as a consumer of digital services. We are determined that the approach we take will deliver the best outcomes for Scotland in the most cost effective manner. The private sector has an important role to play too and we need to find new ways of working effectively together to achieve the shared benefits of a digital age.

The plan will take into account:

- aggregation of public service demand for infrastructure and services to achieve value for money (McClelland);
- scope for public services investment to help build the infrastructure network and bring benefits to citizens and businesses (McClelland and Digital Strategy); and
- **the commitment to develop a national broadband plan to achieve availability of next generation broadband (and digital connectivity) to all by 2020, with significant progress by 2015 (Digital Strategy).**

We will develop this national broadband roll-out plan with funding proposals by the end of March 2012.

Between now and the end of March 2012, we will investigate different roll-out options (including technical specifications, financing and procurement models) and consult with a range of industry and public sector stakeholders on those options to ensure we bring forward the right delivery solution for Scotland. We will set out the vision and communicate progress on developing the strategy before the end of the year. Before the end of this year we will set out the main components of the plan.

Transformation and Digital Public Services

Citizens increasingly expect to be able to access government services in the same way as they manage their finances through internet banking or shop online at their own convenience. Digital technology allows greater scope for people to access the services they need at a time and place that suits them.

It offers the opportunity to develop new delivery models that are not only easier and more convenient for people to use, but with continuing pressure on public sector budgets, innovative use of digital technology can improve outcomes while reducing costs and ensuring services remain affordable and sustainable.

The Scottish Government paper "*Renewing Scotland's Public Services*" published alongside this response, acknowledges the role of digital technology in wider public service reform.

There is a lot of activity in this area and the challenge ahead will be harnessing good practice and ensuring the public sector, citizen and business can benefit from transforming our services and enabling Digital Public Services. This chapter describes some of the developments to date and our plans going forward. We recognise there are a whole range of digital initiatives across the public sector and this therefore only provides a snapshot of activity focussing on those exemplars referenced in the John McClelland's report.

Innovation

Innovation is vital to boosting growth and is a key driver of productivity and competitiveness, particularly in an increasingly interconnected global economy. In order to enable business to turn innovation and ideas into commercial opportunities, we need a dynamic infrastructure for research and innovation that will enable Scotland to compete in those industries set to drive the global economy in the years ahead. Over the Parliamentary term, we will work harder with partners across the innovation and commercialisation landscape to ensure the system in Scotland is genuinely aligned and truly responsive to business needs.

The SG is committed to improving the quality of public services and the productivity of the public sector by reducing waste and duplication. The Government believes that all public bodies, even those that are already working in an efficient way, can do more to deliver further efficiency.

ICT ENABLED SHARED SERVICES
The Scottish Government provides a number of shared services to various public bodies both within the SG core family and across the public sector.

Examples of shared services which are ICT enabled are:
- HR and or Payroll services to 29 public bodies
- Scottish Procurement Management Information Hub for 122 public bodies
- SEAS accounts and payments systems to 30 public
- ICT services (SCOTS and SCOTS Lite) to 30 plus public bodies

SCOTS IN DETAIL
A Scottish Government initiative that provides ICT systems to the wider public sector in Scotland. SCOTS provides secure, flexible and cost efficient ICT infrastructure and Managed Services to over 9,000 public servants throughout Scotland. We will maximise investment on current shared services platforms and expand the customer base over the course of the next Spending Review period. The Central Scottish Government Public Bodies Shared Services Site went live in April 2011 offering a web-based facility to support better flow of information on shared service opportunities.

ICT in Education

Achievements

We have delivered two major services to the education sector: **Glow** (the national learning intranet for Schools) and **Interconnect 2.0** (the supporting high speed broadband network).

Glow has delivered an integrated suite of tools and resources to enable teachers, learners and parents to communicate, collaborate and cooperate. It has supported the implementation of Curriculum for Excellence, enabling professional learning communities to develop new ways of learning and sharing learning opportunities nationwide and across sectors. Glow is available across all 32 Scottish local authorities and for a wide range of associated interests such as Scottish Qualification Authority (SQA), Education Scotland and Teacher Education Universities. Its main products include: the national user directory (all those involved in provision of 3-18 education), email service, document storage, and access to shared procured content.

Glow has delivered significant efficiency savings at school and local authority levels, mainly through aggregated procurement of key services such as email and reduction of costs associated with photocopying and travel.

Interconnect 2.0 is the broadband infrastructure connecting Scotland's local authorities, national educational bodies such as Education Scotland, the Scottish Qualifications Authority (SQA), the Improvement Service (through our Customer First programme) and SEEMIS; it also provides internet connectivity. Interconnect 2.0 is also the gateway to the internet for 29 of our local authorities. Consequently, this shared service is a vital part of Scotland's public sector ICT systems, delivering significant efficiency savings.

Going Forward

We are committed to the ongoing delivery of digital services in our schools to prepare our children and young people for the future work environment and Scotland's digital economy as a whole. We will further unlock the potential of information and communication technologies to support learning and teaching in schools by enhancing GLOW resources.

We will work with public, private and individual partners to help schools to harness the power of technology and keep pace with rapidly evolving developments. We are developing an imaginative new approach for Glow and will use readily available tools to make Glow relevant and dynamic. This approach will mean Glow is freed up for wider use and taken forward and owned by those who are using it day in day out.

Customer First

The Customer First programme, jointly funded by Scottish Government and local government and delivered by the Improvement Service, enables councils to deliver better, faster and more efficient services.

Achievements

The main products provided by the programme are:
- A National ICT Infrastructure - supports joined up/shared services across Scottish local government as well as the wider public sector.
- Citizen's Account - a secure data-sharing system which allows councils to keep up to date records of their customers.

- Customer Relationship Management - a customer enquiry management system that allows organisations to resolve more enquiries 'first time'.
- National Entitlement Card (NEC) - a smartcard for people to access services conveniently, which replaces the numerous other card schemes in Scotland. There are 1.6 million NEC customers using the card as a vital part of the national bus concessionary travel for older and disabled people. And 360,000 Young Scot NEC Card holders for a bus and rail concession scheme for young people, and the Young Scot scheme. The card also provides proof of age and is now accepted by the Scottish Committee of Clearing Banks as proof of identity for opening a basic bank account.
- One Scotland Gazetteer - a single database of land and property for Scotland.
- Tellmescotland - Scotland's national public information notices (PINs) portal, allowing public notices across Scotland to be published in a single location for the first time.

Going Forward

From January 2011 the Customer First programme has been steered by a cross-public sector group which includes representation from COSLA, the Scottish Government (including eHealth and Public Sector Reform), National Records Scotland, NHS24 and Transport Scotland and is chaired by the Improvement Service. The McClelland review recommends expansion in all product areas, supporting more efficient delivery of services from organisations' perspective and better service delivery from the service users' perspective. This programme aims to support channel shift of many services (including significant use of mobile applications).

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ePlanning
A single online presence for submitting planning applications/appeals in Scotland - https://eplanning.scotland.gov.uk/WAM/.

Partnership between Scottish Government, 32 Scottish Councils, 2 National Parks, Scottish Environment Protection Agency (SEPA), Scottish Natural Heritage (SNH), Historic Scotland, Scottish Water, Transport Scotland and the Directorate of Planning and Environmental Appeals.

- An estimated £18.1 million in savings to Planning Authorities over the first ten years.
- Additional savings in the same period to applicants of around £40.7m.
- Online applications currently stand at 28% of all applications submitted to planning authorities.
- Launched nationally on 29 April 2009.
- Includes online Local Development Plans, planning information systems and eConsultation.

Health

The McClelland report recognises that the '*health service compared to the public sector is somewhat more advanced than the public sector in general in its adoption and deployment of ICT for enabling internal processes and in areas of service delivery*' and also that '*there is a strong track record of sharing ICT and other capability*'.

Achievements

The detail of eHealth achievement and plans is contained in the eHealth Strategy for 2011-17[4] which was published on 12 September.

The eHealth Strategy builds on its predecessor which ran from 2008 to 2011. Priorities over that period were closely aligned to the key health service patient care challenges. Convergence around common technologies with the benefits of lower costs and simplified maintenance was also

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[4] http://www.scotland.gov.uk/Publications/2011/09/09103110

a key ambition. This strategy set up the eHealth governance structure praised in the review. Its purpose is to provide a framework for agreement across NHS Scotland about the way forward on healthcare IT and to drive convergence.

The McClelland review referenced the new Patient Management System (PMS) for Hospitals, new IT systems for all GPs in Scotland and the development of a clinical portal as examples of programmes where there have been collaborative and regional working to deliver them. The success of the collaborative and regional working can be seen in the way in which the PMS has been procured and implemented. Over the course of a year the PMS will have been implemented in five NHS Boards who worked together as a consortium which will covers over 75% of the population with other Boards expected to follow.

The NHS Scotland has a strong track record of shared ICT and business solutions of various types, examples include:

- NHS Scotland uses a single broadband contract, N3, to connect over 3,200 premises and providing links to nationally hosted ICT systems supporting approaching 160,000 staff and over 95,000 desktops/PCs.
- There are a variety of successful nationally provided screening programmes funded by the Scottish Government (e.g. bowel screening, cervical screening, breast screening, diabetic retinopathy screening) each of which is supported by national IT systems.
- The national Emergency Care Summary, improves patient safety by providing up to date information on what medicines a patient has been prescribed anywhere in Scotland. It covers over 5 million patients.
- NHS Scotland has a national eFinancial technical shared services for all Boards and includes supporting eExpenses and payroll.
- A national Picture Archiving System which stores images of X-Rays, MRI equipment is in place across Scotland allowing clinician to information quickly. The national system now contains approaching 9 million studies.
- GPs use the national SCI gateway electronic referral system for 99% of patient referrals.
- National Services Scotland Practitioner Services Division provides ICT- enabled national shared services supporting payments and other services to General Practitioners, Dentists, Opticians and Community Pharmacists.
- NHS Scotland maintains a national identifier for patients, the Community Health Index (CHI) which helps link disparate records and supports the provision of both local and national services.
- The national ePharmacy system providing support for the delivery and future development of community pharmaceutical services and improvements in communications across the healthcare team.
- New nationally shared contracts currently being implemented include identity and access systems which will improve the ability of clinicians to access a variety of systems, a national Human Resources contract, a National Operating Theatre Management System and improved support for the safety of chemotherapy prescribing.

There are also well developed regional consortia approaches to developments such as the Clinical Portal which brings together patient data held in separate systems into one place for the clinician offering the opportunity to reduce current reliance on paper case notes.

The McClelland review commented favourably on the NHS Scotland Architecture Vision principle of – 're-use before buy, buy before build'. The McClelland review has adopted this approach as one of its strategic principles.

Going Forward

The eHealth Strategy for 2011-17 has 5 Strategic aims; to use information and technology in a co-ordinated way to:

- Maximise efficient working practices, minimise wasteful variation, bring about measurable savings and ensure value for money.
- Support people to communicate with the NHSS, manage their own health and wellbeing and to become more active participants in the care and services they receive.
- Contribute to care integration and to support people with long term conditions.
- Improve the availability of appropriate information for healthcare workers and the tools to use and communicate that information effectively to improve quality.
- Improve the safety of people taking medicines and their effective use.

The new eHealth strategy focuses IT activity on the Scottish Government's Quality Strategy through these 5 aims. In addition it recognises the importance of citizens having more direct electronic access to healthcare services and work is underway to develop a Citizen eHealth Strategy. It also focuses on improvements in integrated health and social care by committing to developing a Health and Social Care IT strategy in partnership with local authorities.

The strategy continues to drive system convergence across NHS Scotland through the development of agreed strategies on IT applications and infrastructure.   These strategies are built on 4 main drivers: rationalisation, improving value for money, improving the capacity of NHS Scotland to respond flexibly and choosing solutions strategically.

Civil and Criminal Justice

Achievements

The overall strategy for improvement in service delivery in the Justice arena is the Making Justice Work programme[5]. It includes a number of relevant projects and workstreams. One of the 5 key projects is specifically IT focused, around co-ordinating IT and management information. The main focus to date has been getting Criminal Justice Organisations (CJOs – principally the police, Courts, Crown Office, and Procurators Fiscals Service) to work together and share information electronically so that they work more efficiently together and cut out waste. The primary delivery agent of this has been the Integration of Scottish Criminal Justice Information Systems (ISCJIS) loop, which encompasses police, courts, Legal Aid, prosecution, children's reporter and criminal history. This has now been subsumed into the IT project of Making Justice Work mentioned above, which will develop a strategic overview of the opportunities for joint working on IT. Future work will bring in local authority social work and prisons. There will be a read across here to Getting It Right For Every Child (GIRFEC) and eHealth, in tackling social problems.

The purpose of ISCJIS is to provide a secure criminal justice ICT infrastructure; where information can be shared securely and safely. Since the inception of ISCJIS in June 1996, the "primary loop" has been developed allowing for the majority of criminal cases in Scotland to be securely transferred electronically between member organisations   These exchanges provide many benefits, including accuracy, speed and efficiency; when a news report says that 'a report has been submitted to the Procurator Fiscal' that report goes electronically, and even the large UK departments (TV Licensing, HMRC, DWP etc) seeking prosecutions in Scotland have to use electronic reporting. The next phase will be to enable and encourage information sharing and exchange between members on the ISCJIS loop. One example project at the moment matches accused being held in Scottish Prison Service custody with those wanted at court, to ensure that

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[5] http://www.scotland.gov.uk/Topics/Justice/legal/mjw

court churn is reduced and fewer warrants are issued. This project, due to go live later this year, is costing around £200,000 and is planned to save £3.5m annually.

All applications for Legal Aid are now made on-line to the Scottish Legal Aid Board (SLAB) and SLAB is leading a Making Justice Work project to increase the use of video conferencing technology to support legal processes such as access to a solicitor before being interviewed by the police, to allow defendants to appear from custody remotely, and ultimately to look at virtual court rooms.

Going Forward

Renewing Scotland's Public Services highlights the value of Digital Public Services in supporting reform in the coming years.

The McClelland *Review of ICT Infrastructure in the Public Sector in Scotland* highlights, the public sector, at all levels, needs to transform how it manages and uses ICT to drive a paradigm shift in digital public service delivery. We need to ensure that services are tailored to meet the needs of individuals and communities. Exploiting the full potential of ICT will be critical in achieving this transformation.

A mapping exercise is underway to identify across portfolios the digital public services activity already underway. This will inform the strategy development going forward.

In 2012, the Scottish Government will:

• work with partners to take forward our **strategy for digital public services**, as set out in Scotland's Digital Future, so that an increasing proportion of services are delivered online.
• Consider a range of delivery mechanisms (e.g. online, smartcard) that may be used for digital service delivery, taking into account the needs of citizens and launch the **DirectScot** portal prototype and seek feedback from the public to shape its further development.

Procurement and the ICT Industry

Our Achievements

Public procurement plays two principal roles that relate to the McClelland Report and its implementation across the public sector. Firstly on the supply side, where the act of public procurement can play a vital role in delivering value for money through a balance of cost, quality and sustainability, building on the collaborative activity already underway as part of the Public Procurement Reform Programme. Secondly on the demand side, where it can encourage businesses to enhance their productivity and competitiveness through the deployment of digital techniques in the public procurement process.

Supply Side

Since 2008, and in response to the 2006 John McClelland's Review of Public Procurement, Scottish Government-led procurement has made a notable contribution to the delivery of ICT and digital objectives across the Scottish public sector. Key projects have included:

- IT Hardware Desktop & Laptop Agreement – as well as delivering best of breed specifications and environmental performance, savings in excess of £32m have been achieved since 2008;
- National Fixed Telephony Framework – offers significant Value for Money benefits compared to other UK frameworks commonly used across the public sector;
- IT Managed Services – scope of the new national framework agreements include the delivery of hardware, application, website and data hosting; application and website support; desktop and sever support; and professional services such as IT consultancy (advice and strategy); IT project and programme management; IT development and support services; and, data network management services.
- Web Applications Framework – this agreement is accessible by central government organisations and has the potential to support the development of ICT infrastructure;
- eCommerce Shared Services – this national e-commerce solution is regarded as one of the most comprehensive and successful public sector eGovernment initiatives in the world. The procurement process for the next iteration of the service is currently underway.

However, it is recognised that there is significant scope for enhanced collaboration and improved efficiency across the public sector as a whole, and the McClelland Report provides the ideal framework to drive improvement in this area.

Demand Side

Together, Scotland's eCommerce Shared Services are regarded as amongst the most successful eGovernment initiatives in Europe. The shared services provide a platform for public sector organisations to share content, advertise contracts, run tenders and carry out purchasing transactions electronically with suppliers. It also provides a public sector the opportunity to improve its procurement functions and processes through the use of technology.

Until 2011, the approach of the eCommerce Shared Services followed two strategic paths:
- eProcurement Scotland (ePS) as an eProcurement platform using common purchase-to-pay (P2P) and sourcing applications; and
- Technology for Procurement Reform as a common management information hub alongside Public Contracts Scotland as an advertising portal.

This approach has had the advantage of creating a critical mass of public sector and supplier users across a wide range of organisations and businesses.

Since 2007, the ePS service has seen:

- The number of public sector organisations participating in the service increase from 38 to 111.
- A 52% increase in the number of registered suppliers, a 35% increase in the number of purchase orders raised through the P2P system and a 31% increase in the value of spend through P2P (£2.9bn during FY10/11).
- Savings of approximately £10m through the use of eAuctions and approximately £480,000 through the use of eTendering. It has also supported over 9,000 eTendering cases over the last financial year.

Since 2007, Technology for Procurement Reform has seen:
- Over 56,000 suppliers and 350 public bodies registering on the Public Contracts Scotland (PCS) portal, allowing registered suppliers to receive free e-mail alerts to contract opportunities.
- Development of the Scottish Procurement Information Hub, with circa £9bn per annum of public spend is consistently classified, underpinning the collaborative procurement agenda.
- The development of a national contracts register populated via an interface with Public Contract Scotland.

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eCommerce Shared Services
The 'Review of ICT Infrastructure in the Public Sector' (McClelland) states that:
"At all levels outsourcing and industry partnerships should be evaluated to take advantage of industry experience, rely on their capital investments and optimise cost. The contract for a Service Manager for the eCommerce Shared Service has been awarded to Amor Business Technology Solutions Limited, Scotland's largest independent IT company. The original proposition was based on the creation of a public sector infrastructure asset within the Saughton House Data Centre. The procurement exercise (which was highly competitive and included large multi-national companies) was undertaken using the Competitive Dialogue process which enabled innovative thinking to be encouraged with all bidders. The winning bid demonstrates technical and business relationship innovations that would not have been achievable under a restricted procurement procedure. During the dialogue process, technical requirements were revised to take account of industry experience to ensure that value for money was achieved and costs were optimised.

The outcome of this contract combines private sector infrastructure investment within a public sector Data Centre. It also realises technical innovations from Scottish companies working in partnership resulting in a lower cost solution providing an enhanced service.
The eCommerce Shared Service builds upon Scotland's successes in the deployment and management of eProcurement technologies across the Scottish public sector and its supply base and also showcases Scotland's supplier capability to host and manage what is regarded as one of the leading government eCommerce services. The eCommerce Shared Service brings together all the steps involved in doing business with the public sector in Scotland. It is a collaborative electronic environment, that promotes both improved capability across public procurement in Scotland and improved use of eCommerce across Scotland's suppliers."

Planned Delivery to 2016

Planned procurement strategies in the ICT area led by the Scottish Government are being aligned with the McClelland recommendations. Specific examples of work in hand include:

- Web Conferencing – in August 2011, a tender was advertised for the provision of web conferencing services across the Scottish public sector, which will deliver significant budgetary and environmental benefits in the coming years;
- Public Service Network for Scotland – linked to both the McClelland report and Digital Strategy, we are working to determine the optimum way of achieving a single PSN for the public sector in Scotland. The PSN will create a "network of networks" for the Public Sector from the existing commercial networks and will develop a market place providing opportunities for industry, and savings for the public sector.
- Mobile Telephony Services – we are about to embark on the first collaborative tender exercise for mobile services, harnessing the purchasing power of participating public bodies to achieve best value for money.

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