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To: Councillor Jennifer Stewart, Convener; Councillor John West, Vice-Convener; and Councillors Adam, Collie, Dean, Donnelly, Graham, Ironside, Jaffrey, Leslie, Malone, May, Kevin Stewart, Wisely and Yuill.

Town House,
ABERDEEN 24th February, 2010

CORPORATE POLICY AND PERFORMANCE COMMITTEE

The Members of the **CORPORATE POLICY AND PERFORMANCE COMMITTEE** are requested to meet in Committee Room 2 - Town House on **THURSDAY, 4 MARCH 2010 at 2.00 pm.**

JANE MACEACHRAN
HEAD OF LEGAL AND DEMOCRATIC SERVICES

BUSINESS

MINUTE, COMMITTEE BUSINESS STATEMENT AND MOTIONS LIST

- 1.1 Minute of Previous Meeting of 21st January, 2010 (Pages 1 - 8)
- 1.2 Committee Business Statement (Pages 9 - 16)
- 1.3 Motions List (Pages 17 - 20)

PERFORMANCE MANAGEMENT

- 2.1 There are no reports under this heading.

GENERAL BUSINESS

- 3.1 Membership of the Disability Advisory Group - Remit from Disability Advisory Group meeting of 4th February, 2010 (Pages 21 - 22)
- 3.2 Support to Transform the Aberdeen Racist Incident Partnership to the Aberdeen Prejudice Incident Partnership - Report by Director of Corporate Governance (Pages 23 - 32)
- 3.3 Mastrick/Sheddocksley Community Council - Report by Director of Corporate Governance (Pages 33 - 34)
- 3.4 Corporate Framework for Engagement with the Voluntary Sector - Report by Director of Social Care and Wellbeing (Pages 35 - 38)
- 3.5 Social Networking Sites for Aberdeen City Council - Report by Director of Enterprise, Planning and Infrastructure (Pages 39 - 46)
- 3.6 ICT Technical Strategy 2010-2015 - Report by Director of Corporate Governance (Pages 47 - 108)
- 3.7 Internet Access - Review of Prior Six Months - Report by Director of Corporate Governance (Pages 109 - 112)
- 3.8 Corporate Freedom of Information Policy - Report by Director of Corporate Governance (Pages 113 - 126)
- 3.9 Corporate Records Management Policy - Report by Director of Corporate Governance (Pages 127 - 140)

ITEMS NOT FOR PUBLICATION

- 4.1 Domestic Central Heating Replacements - Investigation Report - Report by Director of Corporate Governance (Pages 141 - 148)
- 4.2 Matters Under Investigation - Verbal Update by City Solicitor

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Should you require any further information about this agenda, please contact Martin Allan, telephone (52)3057 or email mallan@aberdeencity.gov.uk

Agenda Item 1.1

CORPORATE POLICY AND PERFORMANCE COMMITTEE

ABERDEEN, 21st January, 2010. - Minute of Meeting of the CORPORATE POLICY AND PERFORMANCE COMMITTEE. Present:- Councillor Jennifer Stewart, Convener; Councillor John West, Vice-Convener; and Councillors Adam, Cooney (substituting for Councillor Collie), Crockett (substituting for Councillor Ironside for articles 4 to 7), Dean, Donnelly, Dunbar (substituting for Councillor May), Fletcher (substituting for Councillor Malone), Graham (to article 6), Greig (substituting for Councillor Yuill), Leslie, McCaig (substituting for Councillor Jaffrey), McDonald (substituting for Councillor Kevin Stewart, Wisely and Young (substituting for Councillor Graham for articles 8 to 11 and Councillor Ironside for articles 1 to 3).

WELCOME

The Convener welcomed everyone to the first meeting of the Corporate Policy and Performance Committee to be held in 2010 and wished all in attendance a Happy New Year.

MINUTE OF PREVIOUS MEETING

1. The Committee had before it the minute of its previous meeting of 8th December, 2009.

With reference to Article 6 of the minute, the Committee heard from Ciaran Monaghan, Head of Service – Office of Chief Executive. Mr. Monaghan advised that following the letter sent by the Council to the Cabinet Secretary for Finance and Sustainable Growth prior to the Christmas break, Mr. Swinney had written to the Council advising that he would accept the invitation to meet with the Chief Executive and the Leadership Board to discuss the funding settlement for Aberdeen.

The Committee resolved:-

- (i) to welcome the meeting with the Cabinet Secretary for Finance and Sustainable Growth;
- (ii) in relation to Article 6, to request that officers amend the wording of item 2 on the motions list to include the reference to “tax increment funding” as detailed in the minute; and
- (iii) to otherwise approve the minute as a correct record.

COMMITTEE BUSINESS STATEMENT

2. The Committee had before it a statement of Committee Business prepared by the Acting Head of Democratic Services.

The Committee resolved:-

- (i) in relation to item 3 (Monitoring Officer report - PIDA), to note that the City Solicitor was to meet with Human Resources in the week commencing 25th January, 2010, to discuss how to take forward the proposed changes to the whistleblowing policy;
- (ii) in relation to item 7 (Byelaws), to note that no response had been received from the Scottish Government and to request that officers send a reminder letter;
- (iii) in relation to item 12 (Review of Sub-Committees and Working Groups), to request that officers proceed as detailed in the draft proposal circulated to members of the Committee via letter by the Head of Community Planning and Regeneration with a report back to Corporate Policy and Performance Committee detailing the action to be taken; namely, that the Director of Social Care and Wellbeing and a small group of relevant officers meet regularly with the Aberdeen Council of Voluntary Organisations (ACVO) and relevant representatives of the sector on matters of shared interest, with any matters raised at these meetings then referred back to the appropriate committee; and
- (iv) in relation to item 14 (Becoming Effective Corporate Parents):- (a) to request that officers investigate the possibility of placing the Corporate Parenting DVD on a secure part of the Intranet or the online training site which would allow members to view the DVD in their own time and would then be logged on their online training record; and (b) to request that officers from HR then contact all elected members to advise if the training would still proceed if the DVD was made available online.

MOTIONS LIST

3. The Committee had before it a Motions List prepared by the Acting Head of Democratic Services.

The Committee resolved:-

in relation to Motion 1 (Ward Renaming), (a) to note that the Scottish Government would undertake consultation with the affected wards, with the consultation start date to be advised, and (b) to request that the City Solicitor write to all elected members in the meantime to gauge opinion on whether they wished their own wards to be renamed.

STATUTORY PERFORMANCE INDICATORS (SPIs) 2008/2009 – CG/10/020

4. With reference to Article 5 of the minute of the meeting of the Corporate Policy and Performance Committee of 5th November, 2009, the Committee had before it a report by the Director of Corporate Governance which presented comparative rankings for the Statutory Performance Indicators (SPIs) for the 2008/2009 year, and detailed Aberdeen City Council's position on 105 SPIs. It was noted that a detailed report on the Council's performance outturns and officers' detailed analysis thereon had previously been reported to the November meeting of the Committee. The report before members advised on the Council's ranking in comparison with all Scottish local authorities.

The report advised that 59% of the Council's ranked SPIs were in the top or second quartiles for 2008/09, compared to 53% in 2007/08 and 51% in 2006/07, and in general, there was continued good performance in those indicators where Aberdeen City Council had previously ranked in the upper quartile. In terms of performance, rather than rankings, the position for 2008/09 was that there had been improvement in 59 indicators, with a decline in performance in 38 indicators and 8 which were not comparable year on year.

Appended to the report was a set of graphs showing the percentage of indicators ranked in each quartile for each Audit Scotland topic.

The report recommended:-

- (a) that the Committee note the ranking on the 2008/09 Statutory Performance Indicators, and the positive movement in terms of the percentage of SPIs in the upper and second quartiles; and
- (b) that the Committee note that, as part of the Council's performance management system, each service reported to the relevant Committees of the Council showing performance against SPIs. This included recommendations for actions for further improvement.

The Committee resolved:-

- (i) to request that in future reports, officers include a paragraph of text underneath any graphs to explain what the graph represented in terms of the Council's performance; and
- (ii) to approve the recommendations contained in the report.

SUPPORT STAFF REVIEW – CG/10/016

5. With reference to Article 10 of the minute of the meeting of the Continuous Improvement Committee of 24th February, 2009, the Committee had before it a report by the Director of Corporate Governance which provided an update on the temporary realignment of support staff to the new structure. The report also detailed the approach and timing of the review and permanent allocation of support staff to the new structure, as it related to the overall restructuring which would follow the Heads of Service recruitment process. The report advised that it was necessary to undertake a review to establish the business needs of each of the service teams, but that this would take place once the teams in each Directorate were in place, following the Heads of Service recruitment. The alignment of teams and services would be an early task for the newly appointed Heads of Service and the review of support staff would be key to supporting this work. The review would focus on the impacts of new technology and methodology on the tasks to be undertaken; the requirements of the team by task and volume; a skills audit of the support staff; identification of training needs; agreement with the teams and Directorate on the proposals; and finally agreement with HR and Committee on the allocation of support staff. Once these tasks were complete, a detailed plan would be produced which would include recommendations to reduce unit costs, increase productivity and improve service delivery.

The report recommended:-

- (a) that the Committee note the work which had been undertaken by the Operational Support Managers (OSMs) to realign the support staff on an interim basis to the new structure; and
- (b) that the Committee instruct officers, led by the Chief Administration Officer, to continue to support the work outlined in this report relating to the review of support staff.

The Committee resolved:-

- (i) to note that Operational Support Managers would also be included in the review of support staff, and that they would be reviewed by senior officers; and
- (ii) to otherwise approve the recommendations contained in the report.

CATERING SERVICES REVIEW – EPI/10/027

6. With reference to Article 2 of the minute of the meeting of the Corporate Policy and Performance Committee of 8th December, 2009, the Committee had before it a report by the Director of Enterprise, Planning and Infrastructure which provided the Committee with information on the outcome of the best value review undertaken on catering services, as well as the recommendations made by the Association for Public Service Excellence (APSE) following the consultancy work they had undertaken as part of their review.

The report advised that following their review, APSE considered that there were no commercial grounds or otherwise to justify consideration of out-sourcing the catering services at this time. They had however identified a number of strategic, organisational and service delivery issues to be considered and analysed by Aberdeen City Council in order to ensure that there was effective service delivery and structural decisions in the future. To address these issues, officers had prepared a draft action plan which presented an overall picture of areas which required some improvement. The report advised that the action plan represented a general overview and that each key area for improvement would be set out in a clear activity plan for each individual catering service, against which tasks, timeframes, targets and measurement of outcomes could be planned and implemented. These detailed plans would be reported back to Committee at a future meeting.

The Committee then heard of the scheme currently being implemented at Cults Academy, where pupils in S1 and S2 were not allowed to leave school premises at lunch time, which had resulted in an uptake of pupils having school meals. Officers also advised the Committee that work was ongoing on a pilot scheme to introduce the same menu at all Aberdeen City Council schools.

The report recommended:-

- (a) that the Committee note that based on the evidence gathered as part of the review process, there are no commercial or other grounds to justify any early consideration of out-sourcing these services;
- (b) that the Committee agree that the detailed use of information gathered for and by the review to develop clear strategies and service improvement

plans, would represent a more effective use of available Council resources at this time; and

- (c) that the Committee instruct officers to develop a comprehensive action plan dealing with the organisational and strategic issues from the recommendation and to report back to the Corporate Policy and Performance Committee in two cycles' time.

Councillor Adam, seconded by Councillor Cooney, then moved the recommendations contained in the report.

As an amendment, the Convener, seconded by Councillor John West, moved:-
that the recommendations contained in the report be amended to read:-

- (a) that the Committee note the information gathered by the review; and
(b) that the Committee instruct officers to develop a comprehensive action plan dealing with the organisational and strategic issues relating to catering services and exploring all options, report back to Committee in two cycles' time.

On a division, there voted:- for the motion (4) – Councillors Adam, Cooney, Crockett and Graham; for the amendment (10) – the Convener; the Vice-Convener; and Councillors Dean, Donnelly, Dunbar, Fletcher, Greig, Leslie, McCaig and Wisely; absent from the division (1) – Councillor McDonald.

The Committee resolved:-

- (i) to approve the amendment; and
(ii) to note that the scheme utilised at Cults Academy where S1 and S2 pupils are not allowed to leave the school at lunch time had resulted in an uptake of pupils having school meals, and to request that officers prepare a report for the Education, Culture and Sport Committee, with a follow-up report to Corporate Policy and Performance Committee for information, advising on the possible benefits to all schools of the Cults scheme and of the pilot to introduce the same menu in all schools.

LOCAL CODE OF CORPORATE GOVERNANCE – OCE/10/003

7. With reference to Article 10 of the minute of the meeting of the Continuous Improvement Committee of 6th May, 2008, the Committee had before it a report by the Chief Executive which detailed progress on refreshing the Council's Local Code of Corporate Governance.

The report advised that the original intention had been to refresh the existing governance arrangements making use of the guidance produced by the Society of Local Authority Chief Executives (SOLACE) and the Chartered Institute of Public Finance and Accountancy (CIPFA), namely the "Framework for Delivering Good Governance in Local Government". Following the Accounts Commission hearing in May, 2008, the Commission had stated that it had concerns about the governance arrangements within the Council, particularly the need for more effective member scrutiny. The Commission had recommended that the Council ensure that robust and effective governance arrangements were in place, including officers producing reports which outlined policy options, members receiving all papers in accordance with the timescales laid down by the Local Government (Access to Information) Act

and the Council's Standing Orders, as well as members attending appropriate training courses.

The report then detailed the progress made to date on these recommendations, including the CIPFA training organised for members and the establishment of the Scrutiny Panel. The Chief Executive had also submitted reports to Council on revisions to the Council's decision making structure, revisions to the management structure at Director and Head of Service level, and revisions to the Council's Standing Orders. The Accounts Commission Best Value progress report, published in July, 2009, had acknowledged that the Council had implemented a new management structure to improve clarity and accountability, that it had agreed to revise political decision making structures and that it would be implementing new governance arrangements.

The refreshed Local Code of Corporate Governance would bring each of these aspects of work together and would be reported to the meeting of the Corporate Policy and Performance Committee to be held on 29th April, 2010.

The report recommended:-

that the Committee resolve to note the position relating to the development of a refreshed Local Code of Corporate Governance for the Council and agree that the Code be brought to its meeting on 29th April, 2010.

The Committee resolved:-

- (i) to thank the author for a well written report; and
- (ii) to note that the report on the refreshed Local Code of Corporate Governance due before the Corporate Policy and Performance Committee on 29th April, 2010, would also reflect the changes to the Councillors' Code of Conduct.

PEER REVIEW – OCE/10/002

8. With reference to Article 11(C) of the minute of the meeting of the Continuous Improvement Committee of 13th January, 2009, the Committee had before it a report by the Chief Executive which provided an update on the position relating to the use of peer review within Aberdeen City Council.

The findings of the Accounts Commission hearing in May, 2008, had stated that the Council lacked the capacity to carry forward the changes which required to be made, and suggested that external support, including peer review, should be used as a means to increase self awareness and capacity within the Council. The follow-up Best Value progress report published in July, 2009, had acknowledged that the Council had recognised the need to build capacity within the organisation and that it had both actively secured external support and developed its existing capacity.

The report advised that the Council had received external assistance from various sources, including the Chartered Institute of Public Finance and Accountancy (CIPFA), consultants, and the City of Edinburgh, Renfrewshire and West Lothian Councils. The Council also engaged with the External Support Group facilitated by the Convention of Scottish Local Authorities (COSLA) and the Society of Local Authority Chief Executives (SOLACE), and a number of Council services were also

active members of partnerships with other local authorities to provide mutual quality assurance schemes. It was noted that the Corporate Management Team was in discussion with officers at Perth and Kinross Council with a view to adopting their guide, "How Good is Our Council?", which detailed the evaluation of services which made use of quality indicators. This would allow Aberdeen City Council to establish arrangements to ensure an accurate level of self awareness which would allow meaningful engagement with Audit Scotland and its partner inspection bodies as shared risk assessment was developed in the coming months.

The Committee resolved:-

to note the position relating to the use of peer review within the Council.

**ABERDEEN CITY COUNCIL NATURE CONSERVATION STRATEGY 2010-2015
– EPI/10/004**

9. With reference to Article 19 of the minute of the meeting of the Housing and Environment Committee of 11th January, 2010, the Committee had before it a report by the Director of Housing and Environment which sought approval for the adoption of the Aberdeen City Council Nature Conservation Strategy 2010-2015. The strategy had been produced through a working group of relevant Council officers and representatives from external organisations, and a workshop involving the wider Council had also been held to assist in the strategy's development. A public consultation exercise had then commenced over eight weeks between 7th September and 2nd November, 2009. All comments raised as a result of the public consultation had been addressed and reflected in the final strategy where appropriate.

The strategy had been reported to the Housing and Environment Committee on 11th January, 2010, for approval and thereafter had come before the Corporate Policy and Performance Committee for Council-wide adoption.

The Committee resolved:-

to approve the final Nature Conservation Strategy (2010-2015) for adoption.

EXEMPT INFORMATION

The Committee resolved in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the press and public from the meeting during consideration of the following item of business so as to avoid disclosure of exempt information of the class described in paragraph 1 of Schedule 7(A) to the Act.

**MACKIE HALL, CRAIBSTONE – LEASE OF MUSIC SCHOOL BOARDING
ACCOMMODATION – CG/10/009**

10. With reference to Article 45 of the minute of the meeting of the Resources Management Committee of 5th May, 2009, the Committee had before it a report by the Director of Corporate Governance which advised the Committee of the

circumstances that resulted in the lease of Mackie Hall without the authorisation of the Resources Management Committee.

Appended to the report was an action plan containing a number of recommendations which had been agreed to reduce the likelihood of a repeat occurrence.

The Committee resolved:-

- (i) to amend point 3 of the action plan contained in the report to read “should ensure that all officers below fourth tier report in accordance with the approved organisational structure **and receive Committee approval**”;
- (ii) to request that the City Solicitor write to all Directors to ensure that all staff were aware of the financial regulations and delegated powers, and the fact that all property transactions must be referred to the Asset Management Service;
- (iii) to request that the letter also include an instruction to Directors to check that there were no draft leases under their remit; and
- (iv) to otherwise note the content of the report.

- **JENNIFER STEWART, Convener**.

**CORPORATE POLICY AND PERFORMANCE COMMITTEE
COMMITTEE BUSINESS
4 March, 2010**

	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
1.	Council Budget 14.02.08 Article 2 (Appendix A)	<u>Central Services</u> The Council agreed that it wanted to see a detailed improvement focus on Central Services with recommendations for reductions in unit costs, increased productivity and improvements to services. The Council agreed that recommendations for these processes should go to an early meeting of the Continuous Improvement Committee. At its meeting on 24 February, 2009, the Continuous Improvement Committee resolved to continue to receive regular reports on Central Services Review.	At its meeting of 21 st January, 2010, the Committee noted:- (a) the work undertaken to realign support staff on an interim basis to the new structure and (b) that Operational Support Managers would also be included in the review and that they would be reviewed by senior officers. Recommended for removal.	Chief Admin Officer		
2.	Continuous Improvement 06.05.08 Article 10 Scrutiny Panel 19.01.09 Article 2	<u>Local Code of Corporate Governance</u> The Continuous Improvement Committee agreed that the refreshed Local Code of Corporate Governance be brought to its meeting on 17 June 2008, having been updated in light of the improvement agenda set out in the Audit of Best Value and Community Planning and in line with the new Framework for Delivering Good Governance in Local Government. At its meeting on 19 th January, 2009, the Scrutiny Panel agreed to instruct officers to investigate, in consultation with appropriate Councillors, all appropriate and viable alternative methods other than investigations to address the issue of leaked reports and report back to the next meeting of the Panel on 2 March, 2009.	At its meeting on 21 st January, 2010, the Committee heard that the refreshed Local Code of Corporate Governance would be reported to the Committee at its meeting on 29 th April, 2010. The report would reflect the changes to the Councillors' Code of Conduct.	Head of Service, Office of Chief Executive	29.04.10	

	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
3.	Continuous Improvement 09.12.08 Article 20	<p><u>Monitoring Officer Report – PIDA</u></p> <p>The Committee resolved to request officers to undertake a review of the current whistleblowing policy to examine the achievability of the timescale set down therein and to report back to the Committee at its meeting on 24 February, 2009.</p> <p>At its meeting on 2 June, 2009, the Continuous Improvement Committee resolved to request that the outstanding report be submitted to the earliest meeting of the Council (including Committees) where the issue could be discussed.</p>	<p>The City Solicitor is working on reviewing the whistleblowing policy and, as part of the review, will be providing examples of cases from other authorities to staff to assist in clarifying when a complaint could be classed as falling under the whistleblowing policy. Officers will also circulate a questionnaire to staff on the whistleblowing policy.</p> <p>At its meeting on 21st January, 2010, the Committee heard that the City Solicitor was due to meet with officers from HR to discuss how to take forward the proposed changes to the whistleblowing policy. A report will be submitted to the Committee meeting on 29th April, 2010.</p>	City Solicitor	24.02.09	29.04.10
4.	Continuous Improvement 13.01.09 Article 11(C)	<p><u>HMle Action Plan and Review</u></p> <p>The Committee agreed to endorse the peer review arranged (Renfrewshire Council) and request officers to submit a report on the implementation of a peer review across all Council services to the Committee within two cycles.</p>	<p>At its meeting on 21st January, 2010, the Committee received a report on the use of peer review within the Council.</p> <p>Recommended for removal.</p>	Chief Executive / CMT		
5.	Continuous Improvement 21.04.09 Article 16	<p><u>Shared Revenues and Benefits Services – Feasibility Study Update</u></p> <p>The Committee resolved:-</p> <p>(i) to approve the next steps as detailed in the report; and</p> <p>(ii) to receive further updates as appropriate; and to request officers to provide information on when elected members would become involved in this initiative and at what level within the next progress report</p>	<p>A report will be prepared when further information is available from the North East of Scotland Local Authorities (NOSLA) project team. Further information on Elected Member involvement will also be made available at that time. Work is now underway on reviewing financial aspects of the proposal. Preparation is ongoing in relation to seeking further funding from the Scottish Government for the initiative.</p> <p>At its meeting on 8th December, 2009, the</p>	Head of CRM	29.04.10	

	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		on this matter to the Continuous Improvement Committee.	Committee considered a report on the matter and resolved to note that officers at Moray Council were currently preparing the business case and that it was unlikely to be received by Aberdeen City Council until March/April 2010, at which point the Council's participation in the scheme would be reconsidered.			
6.	Resources Management Committee 05/05/09 Article 45	<u>Mackie Hall, Craibstone</u> To instruct an investigation into how this situation arose, and for officers to report to a future meeting of the Continuous Improvement Committee.	At its meeting on 21 st January, 2010, the Committee received a report on the investigation with an action plan containing recommendations for improvement. The Committee amended the recommendations to ask that all officers below fourth tier report in accordance with the approval organisational structure ' and receive committee approval '. The Committee also requested that the City Solicitor write to all Directors asking them to ensure that their staff were aware of the financial regulations and delegated powers and the fact that all property transactions must be referred to the Asset Management Service. It was also requested that Directors were asked to check that there were no draft leases under their remit. Recommended for removal.	City Solicitor		
7.	Policy and Strategy Committee 27.09.05 Article 29	<u>Byelaws</u> The Committee resolved to instruct the Corporate Director for Legal and Democratic Services (1) to invite the Procurator Fiscal to meet with the Convener of the Committee in the first instance (along with representatives of Grampian Police) to discuss local issues including the enforcement of drinking in	The Policy and Strategy Committee on 22.01.08 instructed the City Solicitor to write to the Scottish Government reiterating the Council's position on air guns, also referred to in Councillor Collie's Notice of Motion, that byelaws be introduced to ban the use of air weapons in Aberdeen, subject to exemptions for competitive events and training in controlled conditions. Work on the new drinking in public places byelaw is	City Solicitor	04.03.10	

	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		public places byelaws; and (2) to gather information on prosecution in relation to the enforcement of drinking in public places byelaws in other local authority areas in the country and to report these issues to Committee at a future date.	<p>progressing.</p> <p>At its meeting on 10th September, 2009, the Committee requested that officers contact the Scottish Government to stress the difficulties faced by the Council in progressing new byelaws.</p> <p>At its meeting on 21st January, 2010, the Committee heard that no response had been received from the Scottish Government and requested that officers send a reminder letter.</p> <p>A reminder letter has been sent by officers.</p>			
8.	Resources Management 10/03/09 article 37	<p><u>Domestic Central Heating Replacements</u></p> <p>The Committee agreed to receive two further reports :- (1) a report following the receipt and evaluation of new tenders for the replacement of domestic central heating for approval prior to the tender award; and (2) a report back on the outcome of an investigation to be carried out to ascertain why procedures went wrong regarding the matter.</p>	<p>(1) Tender process procedure awaiting approval by Legal Agents. Resultant tenders will be reported thereafter.</p> <p>(2) This investigation has been completed and officers are now awaiting agreement from the City Solicitor.</p> <p>At its meeting on 5th November, 2009, the Committee heard that a report on this matter would go before the Committee at its meeting on 8th December, 2009.</p> <p>A report is on the agenda.</p>	(1) Director of Housing (2) City Solicitor	16.06.09	04.03.10
9.	Resources Management 10/03/09 article 43	<p><u>Catering Services Review</u></p> <p>The Committee instructed officers to progress a catering services review for all of the Council's catering services and report back to the appropriate Committee towards the end of 2009.</p>	<p>At its meeting on 21st January, 2010, the Committee received a report on the catering services review and amended the recommendations to read:-</p> <p>“(a) note the information gathered by the review; and (b) instruct officers to develop a comprehensive action plan dealing with the organisational and strategic issues relating to catering services and exploring all options, reporting back to Committee in two cycles’ time.”</p>	Head of Shelter and Environment	29.04.10	

	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		<u>(Catering Services Review cont.)</u>	The Committee also noted the scheme utilised at Cults Academy where S1 and S2 pupils are not allowed to leave the school at lunchtime had resulted in an uptake of pupils having school meals, and requested that officers prepare a report for the Education, Culture & Sport Committee, with a follow-up report to Corporate Policy & Performance Committee for information, advising on the possible benefits to all schools of the Cults scheme and of the pilot to introduce the same menu in all schools.		29.04.10	
10	Corporate Policy & Performance 10.09.09	<u>Single Outcome Agreement 2008/09 Performance Report</u> <u>The Committee resolved:-</u> in relation to the percentage of household waste recycled, (a) to note that a report on the draft waste strategy, including an implementation plan, would go before the Housing and Environment Committee for consideration and amendment in November, which would then be submitted to the Corporate Policy and Performance Committee thereafter for approval as a Council-wide strategy; and (b) to request that officers incorporate detailed information on the recycling facilities available in each area into the report to the Housing & Environment Committee.	At the Housing & Environment Committee on 19 th November, the strategy was approved to go out for consultation from 2 nd December to 25 th February. It will then go before the Waste Management Working Group in March before being presented to the Housing & Environment Committee on 13 th April and finally Corporate Policy and Performance Committee for adoption on 29 th April.	Head of Economic & Environment Sustainability	29.04.10	

	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
11	Corporate Policy and Performance Committee 10.09.09	<p><u>Review of Sub Committees and Working Groups</u></p> <p><u>The Committee resolved:-</u> to note that a meeting would be organised between the Council, the new Chief Executive of the Aberdeen Council of Voluntary Organisations, and the Joint Chairs of the Voluntary Sector Liaison Group to discuss the remit of the Group, and this would also be reported back to the Committee at its meeting on 8th December, 2009.</p>	<p>At its meeting on 21st January, 2010, the Committee requested that officers proceed as detailed in the draft proposal circulated to members, namely that the Director of Social Care and Wellbeing and a small group of relevant officers meet regularly with ACVO and relevant representatives of the sector on matters of shared interest, with any matters raised at these meetings then referred back to the appropriate Committee, with a report back to Committee advising of action to be taken to implement the proposal.</p> <p>A report is on the agenda.</p>	Director of Social Care and Wellbeing	04.03.10	
12	Corporate Policy and Performance Committee 10.09.09	<p><u>Review of Access to the Internet for Staff and Members</u></p> <p><u>The Committee resolved:-</u></p> <p>(i) to approve recommendation 3 contained in the report, subject to a review in six months' time; and</p> <p>(ii) to note that officers would submit two reports to a future meeting of the Committee, (1) a report detailing the outcomes of the six-monthly review and (2) an update on the ongoing discussions about the possibility of Corporate Communications utilising social networking sites as a means of communication with those sections of the public with whom the Council might not regularly have contact.</p>	<p>A report is on the agenda.</p> <p>A report is on the agenda.</p>	<p>Head of Service Design and Development</p> <p>Marketing Manager</p>	<p>04.03.10</p> <p>21.01.10</p>	04.03.10

	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
13	Corporate Policy and Performance Committee 10.09.09	<p><u>Becoming Effective Corporate Parents</u></p> <p><u>The Committee resolved:-</u></p> <p>(i) to note that Elected Member training would be organised to look at the development of the Corporate Parenting Charter, as well as introducing the newly produced DVD on the subject, however the development of the Corporate Parenting Policy would take more time to complete.</p>	<p>At its meeting on 21st January, 2010, the Committee resolved:-</p> <p>(a) to request that officers investigate the possibility of placing the Corporate Parenting DVD on a secure part of the intranet or the online training site which would allow members to view the DVD in their own time and would then be logged on their online training records; and</p> <p>(b) to request that officers from HR then contact all Elected Members to advise if the training would still proceed if the DVD was available to view online.</p> <p>Briefing sessions for Members have now been held; the DVD has been provided to all Members; and the content of the DVD is to be uploaded to the Zone online training site.</p> <p>Recommended for removal.</p>	Director of Social Care and Wellbeing	04.03.10	
14	Finance & Resources Committee 11 Nov 09	<p><u>Community Planning Partnership – Fairer Scotland Fund</u></p> <p>The Finance & Resources Committee resolved to instruct the Director of Corporate Governance to provide twice yearly updates in February and October to the Aberdeen City Alliance and the Corporate Policy and Performance Committee on the outcomes achieved through the investment of the Fairer Scotland Fund.</p>	A full update report will be submitted to the April meeting of the Committee once all quarterly returns are received from projects.	Director of Corporate Governance	29.04.10	

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CORPORATE POLICY AND PERFORMANCE COMMITTEE

MOTIONS LIST

4 March, 2010

<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Committee Motion referred to / date/ decision of Committee</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Head(s) of Service</u>	<u>Due Date</u>	<u>Is authority sought to remove motion from list?</u>
<p>1. <u>Motion by Councillor Graham and Councillors Wisely, Cassie & Yuill</u></p> <p>The Council resolved to instruct officers to carry out the necessary consultations to rename the new ward of Northfield and Kingswells/ Sheddocksley to Northfield/Mastrick and Kingswells/ Sheddocksley / Summerhill; and Airyhall/ Broomhill/Garthdee be changed to Mannofield/ Broomhill/Garthdee.</p> <p><u>Councillors Fletcher and Kirsty West</u></p>	15.08.07	<p><u>Policy and Strategy Committee on 04/09/07</u></p> <p>Agreed that a letter be sent on behalf of the Committee to the relevant Minister seeking authority to change the ward names in Aberdeen following appropriate consultation with the local communities.</p>	<p>Officers in the City Solicitor's team are engaging with the Scottish Government in order to progress this. A formal request has been intimated which indicates the proposed names for each ward and provides a brief explanation in respect of each. The process in terms of going forward is that the change of name will require a Parliamentary Order. Before the Order is laid down, there is a period of public consultation. This is led by the Scottish Government in consultation with the Council. Officers are awaiting confirmation that the Scottish Government is happy with the proposed names and justifications and have also asked for confirmation of the time line in terms of progressing this so that Members can be advised accordingly</p>	City Solicitor	08.12.09	No
<p>"The Council notes that Ward 5, "Hilton/Stockethill" includes the historic Burgh of Woodside, and regrets the loss of its name within the ward description. This Council resolves to instruct officers to carry out the necessary actions to rename the Ward.</p>	27.06.07	<p>To approve the terms of the motion and instruct the City Solicitor and Head of Democratic Services to report on how the terms of the motion can be met.</p>	<p>At its meeting on 21st January, 2010, the Committee:- (a) heard that the Scottish Government would undertake consultation with the affected wards, with the consultation start date to be advised; and (b) requested that officers write to all Elected Members meantime to gauge opinion on whether they wished their own wards to be renamed.</p>	<p>City Solicitor</p> <p>Head of Democratic Services</p>		

	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Committee Motion referred to / date/ decision of Committee</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Head(s) of Service</u>	<u>Due Date</u>	<u>Is authority sought to remove motion from list?</u>
2.	<p>Motion by Councillor <u>Graham</u></p> <p>“That this Council calls upon the Scottish Government to increase its 09/10 allocation of funding to Aberdeen City Council in order to prevent further cuts to services to the elderly, disabled and those less fortunate within Aberdeen. Furthermore, this Council Administration honours their promise to the people of Aberdeen during the protest march back in April 2008 by instructing the Chief Executive the write to the Scottish Government demanding that Aberdeen City Council receives a fairer funding settlement consistent with the Scottish average. That the Leadership writes to all Aberdeen city constituency and North East list MSPs calling on them to support Aberdeen City Council’s plea for a better funding settlement.</p>	12.11.08	<p>The Committee approved the terms of the motion and a background report was submitted on 21 January.</p> <p>At the meeting of 3 March, 2009, the Committee agreed the recommendations in the report and requested that a letter, signed by all party leaders, be sent to partners across the city, such as NHS Grampian and the Chamber of Commerce. This was to be sent along with a copy of the previous Leadership Board letter attached to show the cross-party work which the Council was undertaking to pursue a fairer funding settlement and to seek support across the city.</p>	<p>On 8th December, 2009, the Committee considered an update report on the matter and agreed (a) that a letter from the Chief Executive in connection with the matter be sent to the Scottish Government prior to the Christmas break; (b) that the Chief Executive and the Leadership Board continue to press the case for a fairer funding settlement; (c) that officers investigate the possible benefits to the Council of tax increment financing and a change in the floor level; and (d) to request that all political parties put their weight behind the campaign for fairer funding.</p> <p>At its meeting on 21st January, 2010, the Committee heard that a response had been received from the Cabinet Secretary for Finance & Sustainable Growth, indicating that he was agreeable to meeting with the Chief Executive and the Leadership Board to discuss the funding settlement for Aberdeen.</p> <p>While a diary date has yet to be finalised for the meeting between the Leadership Board and the Cabinet Secretary, the Council Leader and the Chief Executive along with their counterparts from Aberdeenshire Council met with Mr Swinney on 16 February. The Cabinet Secretary made clear at the meeting that in terms of the funding distribution formula he will not be</p>	Head of Service, Office of the Chief Executive	04.03.10	No

	<u>Motion</u>	<u>Date of Council Meeting</u>	<u>Committee Motion referred to / date/ decision of Committee</u>	<u>Action taken / Proposed Future Action</u>	<u>Responsible Head(s) of Service</u>	<u>Due Date</u>	<u>Is authority sought to remove motion from list?</u>
				moving from the COSLA recommendations following the review undertaken during 2009. The Council Leader and Chief Executive for their part made clear that the City Council will continue to press the case for a fairer funding settlement for Aberdeen. A full report will be provided to the Committee once the Leadership Board's meeting with the Cabinet Secretary has taken place.			
3.	<p><u>Councillor McDonald</u></p> <p>“That this Council welcomes the publication of the Alcohol (Scotland) Bill, and in particular the proposals for minimum pricing. Council notes the staggering cost of alcohol abuse to Scottish society is estimated to be around £3.56 billion, which would make the pro-rata cost for Aberdeen £146.7 million. Council therefore calls on all parties to back the proposals for minimum pricing as part of an overall strategy to tackle Scotland’s shameful alcohol abuse record.”</p>	10.02.10	Referred to Corporate Policy & Performance Committee on 10 th February, 2010/				

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DRAFT

DISABILITY ADVISORY GROUP

4 FEBRUARY, 2010

MEMBERSHIP OF THE DISABILITY ADVISORY GROUP

(A) Appointment of up to seven individual representatives with disabilities

With reference to article 8 of the minute of the meeting of the Disability Advisory Group of 26 November, 2009, and article 10 of the Corporate Policy and Performance Committee of 8 December, 2009, the Group heard from Roddy MacTaggart, Strategist, Community Planning and Regeneration, who advised that as discussed at the last meeting of the Group the Council's Corporate Policy and Performance Committee at its meeting on 8 December, 2009, had considered a report on the review of the membership of the Group.

He explained that as requested at the last meeting of the Group, he had advised the Committee that the Group, on consideration of the report, and its proposals had expressed concern at the balance of representation on the Steering Group and the lack of places proposed for individual members of the Group who would not otherwise be represented by a public or voluntary sector organisation, and that in light of the concerns raised they had requested that he present a second option for consideration by the Committee. As such he had presented the following alternative option to the Committee, which proposed that the representation of the Steering Group comprise up to seven individual representatives with disabilities who would be elected at the bi-annual Forum meeting; up to five elected members; and up to seven representatives of public and voluntary sector organisations working for and advocating on behalf of people with disabilities (with the facility to co-opt others as required). The additional representatives would be co-opted at particular meetings only for discussion of specific items in their field of expertise. This option was approved by the Committee.

Further to this, members discussed extensively the decision by the Committee wherein a range of views were presented. In particular the important and valuable role that individuals with disabilities provided to the Group was highlighted as was the negative impact and the loss of valuable experience and knowledge which would occur from reducing the number to seven would have on the Group. The role that organisations who represent disabilities would play on the Group was also discussed wherein it was emphasised that organisations would consult with a large proportion of the disabled community on a range of issues and would feedback their thoughts and opinions to the Group on an ongoing basis. During the discussion, Roddy MacTaggart

highlighted to those present that the proposals had also agreed to the establishment of a Forum that would meet approximately twice yearly. All individuals with disabilities would be invited to attend the Forum and the issues discussed would be formally passed to the Group for discussion and progression.

Further to the discussion, the Chairperson called for nominations for up to seven individual representatives with disabilities; at which time the following eight nominations were received:-

- Alastair Williamson
- Stanley Flett
- Agnes Stewart
- Anne Anderson
- Mary Rasmussen
- Dr Jim Webster
- Ian Stones
- Douglas McPhelm

Thereafter, the Clerk advised that as eight nominations had been received a ballot would have to be held to select the seven individuals unless one of the nominations received withdrew.

At this point Councillor Ironside proposed that the Group advise the Corporate Policy and performance Committee of the eight nominations and in light of the valuable contribution that individuals make to the Group, to recommend to the Committee that they amend the membership of the Group to state up to 8 individuals with disabilities. Those members present were in agreement with this option as a way forward.

The Group resolved:-

to advise the Corporate Policy and Performance Committee of the eight nominations received for the position, and in light of this and the valuable contribution of individuals with disabilities to the Group, to recommend that the Committee amend the membership to allow for up to 8 individuals with disabilities on the Group.

ABERDEEN CITY COUNCIL

COMMITTEE	Corporate Policy & Performance	DATE	4 March 2010
DIRECTOR	Stewart Carruth		
TITLE OF REPORT	Support to transform the Aberdeen Racist Incident Partnership to the Aberdeen Prejudice Incident Partnership		
REPORT NUMBER	CG/10/007		

1. PURPOSE OF REPORT

This report seeks support to transform the Aberdeen Racist Incident Partnership (ARIP) to the Aberdeen Prejudice Incident Partnership.

The Aberdeen Racist Incident Partnership was formed around 1999/2001 following publication of the Macpherson report in 1999 of the enquiry into the murder of Stephen Lawrence in 1993. The partnership comprised Aberdeen City Council, Grampian Police, Grampian Racial Equality Council, Grampian Fire and Rescue Service, NHS Grampian, Aberdeen College, Victim Support and the Citizen's Advice Bureau.

With the introduction of the Offences (Aggravation By Prejudice) (Scotland) Act 2009 and the Single Equality Bill currently progressing through the UK parliament, a new Prejudice Incident Reporting Form has been agreed and Aberdeen Racist Incident Partnership partners now believe it appropriate to transform the partnership to widen the focus to all equality groups. This would fit with our own Single Equality Scheme and our Action Plan to reduce crime, discrimination, harassment and abuse based on all equality strands. It is proposed that the new partnership would be called the Aberdeen Prejudice Incident Partnership.

2. RECOMMENDATION(S)

It is recommended that the Committee:

- a. Approves the proposal to participate fully in Aberdeen Prejudice Incident Partnership.
- b. Instruct officers to ensure their staff complete Prejudice Incident Reporting Forms when appropriate.

3. FINANCIAL IMPLICATIONS

The service to produce reports about racist incidents, and now prejudice incidents reports, is provided by the Teamwork Against Racist Crime service from within Grampian Racial Equality Council. Grampian Racial Equality Council receives funding support from Aberdeen City Council through the budget held in Community Planning and Regeneration. No additional funding support to produce prejudice incident reports will be required as a result of this change.

Although the use of the Racist Incident Monitoring Form was reasonably well understood by staff who needed to complete one, the same may not be said for the new Prejudice Incident Reporting Form. To raise awareness of the new form, and to publicise the aims of the partnership, it is proposed that a suitable event with attendant publicity be held formally to launch the new Partnership. A contribution towards costs for such a launch would be provided from, and contained within, the Race Equality Scheme Action Plan budget held by Community Planning and Regeneration.

4. SERVICE & COMMUNITY IMPACT

Teamwork Against Racist Crime is the name given to the function carried out by Grampian Racial Equality Council to receive, record on a database and monitor all Prejudice Incidents in Aberdeen, as submitted by Prejudice Incident Reporting Forms.

The main reporting agencies include Grampian Police, Aberdeen City Council, Grampian Racial Equality Council, the Scottish Prison Service and other Partner Agencies. Prejudice Incident Reports are informative and help our partner agencies focus their attention and resources on specific areas or types of premises as indicated by the statistical evidence. A Grampian Police Seconded at Grampian Racial Equality Council also monitors forms for particular trends or repeat victims or repeat locations.

The Prejudice Incident Partnership contributes to our commitments to deliver improvements under the Single Outcome Agreement, the commitments we have accepted as a part of our membership of the European Coalition of Cities Against Racism and our Action Plan within our Single Equality Scheme.

The principal links within the Single Outcome Agreement are to the following points:

National Outcome 7 - We have tackled the significant inequalities in Scottish society

National Outcome 9 - We live our lives free from Crime, Disorder and Danger.

The principal link to the European Coalition of Cities Against Racism is:

Commitment No. 1. Greater vigilance against racism - to set up a monitoring, vigilance and solidarity network against racism at city level.

Within our Single Equality Scheme, our action is to:

Support the Aberdeen Racist Incident Partnership proposal to include hate crime for all equality strands and encourage reporting incidents of discrimination.

Within Aberdeen City, it is recognised that there are particular groups of people who are more at risk of experiencing inequality because of their previous history of facing disadvantage and discrimination. These groups or communities of interest include all the equality strands, where people are more likely to experience disadvantage because of prejudice.

An Equality and Human Rights Impact Assessment is attached to this report. There were no negative impacts identified.

5. OTHER IMPLICATIONS

None

6. REPORT

6.1 The Aberdeen Racist Incident Partnership was formed around 1999/2001 following the Stephen Lawrence enquiry. Members committed themselves to take all steps within their powers to eliminate discrimination and racist incidents and to promote good relationships between and towards ethnic minority communities by providing reports of racist incidents. The partnership comprised Aberdeen City Council, Grampian Police, Grampian Racial Equality Council, Grampian Fire and Rescue Service, NHS Grampian, Aberdeen College, Victim Support and the Citizen's Advice Bureau. Racist incidents were reported to Teamwork Against Racist Crime within Grampian Racial Equality Council using an agreed format Racist Incident Reporting Form.

6.2 The Partnership meets on a quarterly basis to discuss the incident reports, which are produced and distributed to officers and staff. Any trends that are identified are referred to Services for their information as well as action and initiatives to counter racist incidents.

6.3 With the introduction of the Offences (Aggravation By Prejudice) (Scotland) Act 2009 and the Single Equality Bill currently going through the Westminster parliament, Grampian Police led development of a Prejudice Incident Reporting Form. This has been accepted by partners to record incidents that discriminate or target people based on their age, disability, gender (including transgender), faith/religion/belief, race/ethnicity or sexual orientation. The Teamwork Against

Racist Crime has developed the reports to reflect this change. The partners of the Aberdeen Racist Incident Partnership now feel that it is appropriate to transform the partnership to widen the focus to all equality strands, which fits with our own Single Equality Scheme. It is proposed that the new partnership would be called the Aberdeen Prejudice Incident Partnership.

6.4 Members of the Aberdeen Racist Incident Partnership recognised that widening the scope of the partnership to include all the equality strands could lead to an increase in the number of possible members of the group. There was the potential for the group to become too large to be effective. The partner members agreed, therefore, that the membership should remain as it is, but with the option to invite particular interested representatives of other equality groups to the meetings as the occasion warranted.

6.5 If approved, it is proposed to hold a publicity and awareness raising launch ceremony with partners.

7. REPORT AUTHOR DETAILS

Roddy MacTaggart, Strategist Equalities,
Email: RMacTaggart@aberdeencity.gov.uk
Telephone: (52)3014

8. BACKGROUND PAPERS

None

Equality and Human Rights Impact Assessment - the Form

There are separate guidance notes to accompany this form – “Equality and Human Rights Impact Assessment – the Guide.” Please use these guidance notes as you complete this form. Throughout the form, proposal refers to policy, strategy, plan, procedure or report.

STEP 1: Identify essential information

1. Name of proposal.

Support to transform the Aberdeen Racist Incident Partnership to the Aberdeen Prejudice Incident Partnership - CG/10/007

2. Officers completing this form.

Name	Designation	Service	Directorate
Roddy MacTaggart	Strategist - Disability & Race Equalities	Community Planning and Regeneration	Corporate Governance

3. Date of Impact Assessment.

19 February 2010

4. When is the proposal next due for review?

N/A

5. Identify the Lead Council Service and who else is involved in the delivery of this proposal. (for example other Council services or partner agencies)

Community Planning and Regeneration
 Schools
 Community Safety
 Housing
 Social Care and Well Being
 Grampian Police
 Grampian Fire and Rescue Service
 Grampian Racial Equality Council
 Aberdeen college
 NHS Grampian
 Victim Support
 Crown Office and Procurator Fiscal Service
 Prison Service
 Aberdeen Citizen's Advice Bureau
 University of Aberdeen
 Robert Gordon University

6. Please summarise this Equality and Human Rights Impact Assessment, (EHRIA). This must include any practical actions you intend to take / have taken to reduce, justify or remove any adverse negative impacts (if necessary continue on blank sheet of paper). **Please return to this question after completing EHRIA.**

An Equalities and Human Rights Impact Assessment was carried out into the proposal to support the transformation of the Aberdeen Racist Incident Partnership to the Aberdeen Prejudice Incident Partnership. Following the introduction of the Offences (Aggravation By Prejudice)(Scotland) Act 2009 and the Single Equality Bill currently progressing through the UK parliament, a new Prejudice Incident Reporting Form has been agreed and the Aberdeen Racist Incident Partners now believe it appropriate to transform the partnership to widen the focus to all equality groups. Incidents that discriminate or target people based on their age, disability, gender (including transgender), faith/religion/belief, race/ethnicity or sexual orientation would be recorded and reported to partners. The new partnership would be called the Aberdeen Prejudice Incident Partnership. The impact assessment found no negative impacts with this proposal.

7. Where will you publish the results of the Equality and Human Rights Impact Assessment? Tick all that apply.

Summary of EHRIA will be published in committee report under section "Equality Impact Assessment"

Full EHRIA will be attached to the committee report as an appendix

Summary of EHRIA to be published on Council website within relevant service pages

STEP 2: Outline the aims of the proposal

8. What are the main aims of the proposal?

To seek support to:

a. Transform the Aberdeen Racist Incident Partnership to the Aberdeen Prejudice Incident Partnership.

b. To instruct officers to ensure their staff complete Prejudice Incident Reporting Forms where appropriate.

9. Who will benefit most from the proposal?

All citizens visiting and living or working in Aberdeen, but especially those from equality communities of interest who feel vulnerable or feel targeted or discriminated against because of their particular circumstances or characteristics.

10. Tell us if and how the proposal will increase equality of opportunity by permitting positive action to redress disadvantage?

N/A

11. What impact will the proposal have on promoting good relations and wider community cohesion?

Supporting the Aberdeen Prejudice Incident Partnership will give confidence and support to people from disadvantaged and discriminated groups that support is available to them and that offences or discrimination based on prejudice of their characteristics will not be tolerated.

STEP 3: Gather and consider evidence

12. What evidence is there to identify any potential positive or negative impacts in terms of consultation, research officer knowledge and experience, equality monitoring data, user feedback and other?

STEP 4: Assess likely impacts on equality strands

13. Which, if any, equality target groups and others could be affected positively or negatively by this proposal? Place the symbol in the relevant box.

(Positive +, neutral 0, - negative)

Equality Target Group					
Race*	+	Disability	+	Gender**	+
LGB***	+	Belief	+	Younger	+
Older	+	Others e.g. poverty			

* Race includes Gypsies/Travellers

** Gender includes women, men, Transgender

*** LGB: Lesbian, Gay and Bisexual

14. Please detail the potential positive and/or negative impacts on the groups you have highlighted above? Detail the impacts and describe the groups affected.

<p>Positive impacts (describe groups affected) Extending reporting of incidents that discriminate or target people based on one of the equality strands will help develop confidence and give encouragement to particular groups of people who are more at risk of experiencing inequality that action will be taken against perpetrators. Sending out a message that discrimination and intolerance is not acceptable in our modern society will help to reduce the incidence of such unacceptable behaviour.</p>	<p>Negative Impacts (describe groups affected)</p>
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STEP 5: Apply the three key assessment tests for compliance assurance

15. Does this policy/procedure have the potential to interfere with an individual's rights as set out in the Human Rights Act 1998? State which rights might be affected by ticking the appropriate box(es) and how. **If you answer "no", go to question 19. No**

- Article 3 – Right not to be subjected to torture, inhumane or degrading treatment or punishment
 - Article 6 – Right to a fair and public hearing
 - Article 8 – Right to respect for private and family life, home and correspondence
 - Article 10 – freedom of expression
 - Other article not listed above
- How?

Legality

16. Where there is a potential negative impact is there a legal basis in the relevant domestic law?

Legitimate aim

17. Is the aim of the policy a legitimate aim being served in terms of the relevant equality legislation or the Human Rights Act?

Proportionality

18. Is the impact of the policy proportionate to the legitimate aim being pursued? Is it the minimum necessary interference to achieve the legitimate aim?

STEP 6: Monitor and review

19. How will you monitor the implementation of the proposal? (For example, customer satisfaction questionnaires)

Teamwork Against Racist Crime, located in Grampian Racial Equality Council receives a copy of each report and prepares the statistical analysis of events throughout the city. Regular Reports are presented to the Aberdeen Racist Incident Partnership - and now the Aberdeen Prejudice Incident Partnership. Within Aberdeen City Council, the launch event will be used to raise awareness of the new reporting form and encourage full participation from all staff.

20. How will the results of this impact assessment and any further monitoring be used to develop the proposal?

The Aberdeen Prejudice Incident partnership will meet on a quarterly basis to discuss the reports, so as to identify trends and hot spots and propose appropriate remedial or supportive action or other possible initiatives to counter discrimination and prejudice.

STEP 7 SIGN OFF

The final stage of the EHRIA is formally to sign off the document as being a complete, rigorous and robust assessment.

Person(s) completing the impact assessment.

Name	Date	Signature
Roddy MacTaggart	22 February 2010	

Quality check: document has been checked by

Name	Date	Signature
Sandra Bruce	22 February 2010	

Head of Service (Sign-off)

Name	Date	Signature
Kath Beveridge	February 2010	

Now –

Please send a copy of your completed EHRIA together with the proposal to:

Head of Service
Community Planning and Regeneration,
Housing and Environment
Aberdeen City Council
St. Nicholas House
Broad Street
Aberdeen
AB10 1GZ

COMMITTEE:	Corporate Policy & Performance
DATE:	4 March 2010
DIRECTOR:	Stewart Carruth
TITLE OF REPORT:	Mastrick/Sheddocksley Community Council
REPORT NUMBER:	CG/10/034

1. PURPOSE OF REPORT

A request has been received from Mastrick/Sheddocksley Community Council to change their name to Mastrick, Sheddocksley and Summerhill Community Council.

This report seeks approval in principle to alter the City Council's Scheme for the Establishment of Community Councils to the effect that the name Mastrick/Sheddocksley Community Council be changed to Mastrick, Sheddocksley and Summerhill Community Council.

2. RECOMMENDATION

The Committee is requested to approve in principle the alteration of the present Scheme to the effect that the name Mastrick/Sheddocksley Community Council be changed to Mastrick, Sheddocksley and Summerhill Community Council.

3. FINANCIAL IMPLICATIONS

The cost of advertising the proposed change in the local Press can be met from the existing approved budget, therefore there would be no additional implications for the Council.

4. SERVICE AND COMMUNITY IMPACT

This report takes into consideration aspects of the Council's key objectives, founding principles and statement of policy relating to strengthening local democracy and community involvement. The Council is actively working to develop the working relationship between the City Council and Community Councils through, for example, the Community Council protocol, meetings with Community Councils, their involvement in the Civic Forum and the review of Community Council support.

5. OTHER IMPLICATIONS

There are no other direct implications arising from this report.

6. REPORT

6.1 Proposed Change of Name

The Community Council has requested to change their name to Mastrick, Sheddocksley and Summerhill Community Council to more accurately reflect that the Summerhill area is included as part of the Mastrick/Sheddocksley Community Council area.

6.2 Implementation

In terms of Section 53 of the Local Government (Scotland) Act 1973, as amended, a decision of a local authority to review their Community Councils Scheme shall be by resolution passed by not less than two-thirds of the members voting thereon at a local authority meeting specially convened for the purpose with notice of the object.

Should the Corporate Policy and Performance Committee approve the proposal to amend the Scheme, it will be necessary for the proposal thereafter to be considered at a special meeting of the Council.

After consideration by the Council, the proposal requires to be advertised in the local Press inviting any representations from members of the public. Thereafter the proposal, together with any representations received, require to be considered by the Corporate Policy and Performance Committee and finally the Council.

7. REPORT AUTHOR DETAILS

Charles Lowe
Community Council Liaison Officer
Democratic Services
Corporate Governance
01224 522559
clowe@aberdeencity.gov.uk

8. BACKGROUND PAPERS

Aberdeen City Council – Scheme for the Establishment of Community Councils.
Local Government (Scotland) Act 1973 as amended.

COMMITTEE	Corporate Policy and Performance
DATE	4 th March 2010
DIRECTOR	Fred McBride
TITLE OF REPORT	Corporate Framework for Engagement with the Voluntary Sector
REPORT NUMBER:	SCW/09/029

1. PURPOSE OF REPORT

This report provides members with further detail on proposed arrangements for engagement with the Voluntary Sector in the City; seeks the Committee's approval to stand down the Voluntary Sector Liaison Group and to implement the new engagement arrangements. The report also provides an overview of the current situation with regard to the Voluntary Sector Compact and National Guidance on the development of a single 3rd sector interface.

2. RECOMMENDATION(S)

The Committee is asked to:

- A) Consider and agree that quarterly meetings between the Council and Aberdeen Council for Voluntary Organisations, will replace the Voluntary Sector Liaison Group as the primary method of engagement with the Voluntary Sector.
- B) Approve that the Director for Social Care and Wellbeing is the corporate lead officer who will convene the meetings and be responsible as the council's strategic advisor to the sector;
- C) Ask the Director to ensure that issues raised in this context will be referred as appropriate to the relevant Council Committee for consideration.
- D) Note the priority task for the Third Sector in Partnership with the local authority will be the revision and implementation of the Aberdeen Voluntary Sector Compact.

3. FINANCIAL IMPLICATIONS

The Council currently funds ACVO to be the lead mechanism for consultation with the range of small and large voluntary organizations and social enterprises on key council service and community planning matters. This is seen to be the more cost effective mechanism as opposed to multiple arrangements being supported separately for individual and specific service dialogue.

4. SERVICE & COMMUNITY IMPACT

Voluntary sector organizations provide services to some of the most vulnerable people in the City and as such have a valuable role in adding value and in delivering better outcomes for our communities. It is estimated for every £1 invested in the voluntary sector that it can draw down an equivalent £4 from sources unavailable to local government.

5. OTHER IMPLICATIONS

There are no other implications.

6. REPORT

Voluntary Sector Liaison Group

The Voluntary Sector Liaison Group (VSLG) was established in 2005 as a formal mechanism for engagement and consultation between Aberdeen City Council and the voluntary sector in the City. The membership of the VSLG comprises representatives from the voluntary sector, a representative from NHS Grampian and elected members from Aberdeen City Council with officer support.

The remit of the Voluntary Sector Liaison Group is as follows:

- To monitor the impact of changing national and local priorities
- To monitor failures in compliance with the Voluntary Sector Compact.
- To identify and remove barriers to improvement/ effectiveness
- To inform policy (in relation to the development of the Voluntary Sector e.g. Volunteer Strategy)

Members will be aware from the outstanding business statement that an earlier decision requested of the Committee was to determine the future of the Voluntary Sector Liaison Group. The Director of Social Care and Wellbeing was asked to enter into discussions with Aberdeen Council of Voluntary Organisations (ACVO) to determine their view on the effectiveness of this arrangement from the perspective of the wider voluntary sector.

The consensus view of the sector, following a consultation exercise by ACVO, was that the VSLG had initially been purposeful and effective, but that over the last three years the Group had lost focus and direction, and was as a consequence now failing to make the necessary impact.

Proposed Alternative Model for Engaging with the Voluntary Sector

It is anticipated that by April 2010 a single interface for the third sector will be established in Aberdeen .i.e. coming together of the councils for voluntary service, volunteer centres and social enterprises. This role will be undertaken by Aberdeen Council of Voluntary Organisations. The purpose of the single interface is to provide a visible connection and communication channel between the third sector and the public sector at a local and national level.

Within this context, it is proposed to restructure the current model for local authority engagement with the voluntary sector.

It is proposed that the Director of Social Care and Wellbeing, and a small group of relevant officers, meet quarterly with Aberdeen Council of Voluntary Organisations and relevant representatives of the third sector on matters of shared interest including strategic planning. It is anticipated that the Chief Executive of Aberdeen City Council will attend one meeting per annum.

The Director will ensure that matters raised in the meeting are referred where necessary to either the relevant committee of the Council or individual elected member. Members will have the opportunity to engage in voluntary sector issues through the Council Committee process.

Voluntary Sector Compact

In November 2005, the Community Planning Partnership's Joint Public, Voluntary and Community Sector Compact was published.

This document was produced by the Voluntary Sector Liaison Group on behalf of The Aberdeen City Alliance (TACA), sets out the shared principles, values and commitments and the nature of the relationship between the public, voluntary and community sector organizations in the City.

The aims of the compact are:

- Improving joint planning and delivery of services in the City.
- Increasing mutual understanding of the respective roles and responsibilities of all sectors and the contribution they individually and jointly make to the City.
- Informing the commissioning, contracting and funding processes between the public, voluntary and community sectors.
- Increasing the capacity of the voluntary and community sector to contribute to the community planning processes.
- Sustaining, developing and making effective use of the resources available to the voluntary and community sector.
- Supporting the role of volunteering and active citizenship
- Increasing the levels of and improving the quality of community involvement.

In 2008, Aberdeen Council for Voluntary was commissioned to undertake a review of the Compact and update the document accordingly. This review remains outstanding as a consequence of senior staff changes and other recent more pressing challenges at ACVO.

In 2009 the Scottish Government published a joint statement on the relationship at a local level between Government and the third sector. The statement emphasizes that this interaction should be built upon mutual respect and a joint understanding of the roles played and challenges faced by each partner in delivering better outcomes for the public. It will be a supportive and sustainable relationship which reinforces our interdependence.

It is proposed that a priority task for the new group, led by the Director of Social Care and Wellbeing, will be the development of a revised Compact

between the public, voluntary and community sector in Aberdeen. The new Compact will build on the 2005 document and seek to incorporate the principles outlined in the joint statement on the relationship at a local level between Government and the Third Sector.

7. REPORT AUTHOR DETAILS

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8. BACKGROUND PAPERS

n/a

Glossary

VSLG - Voluntary Sector Liaison Group

ACVO - Aberdeen Council of Voluntary Organisations

TACA - The Aberdeen City Alliance

Voluntary Sector Compact - was and continues to be a Scottish Government requirement following 1996 local government reorganization to unitary councils, as a formal agreement on terms of engagement between the councils and the sector.

ABERDEEN CITY COUNCIL

COMMITTEE	Corporate Policy and Performance
DATE	04 March 2010
DIRECTOR	Gordon McIntosh
TITLE OF REPORT	Social Networking Sites for Aberdeen City Council
REPORT NUMBER	EPI/09/118.

1. PURPOSE OF REPORT

To present information on social networking websites and whether they would benefit the Council as part of its communication, marketing and promotional activity.

2. RECOMMENDATION(S)

Members are requested to approve the proposal to create a profile for Aberdeen City Council across social networking sites such as Facebook, bebo, Flickr and Twitter and to utilise the You Tube media channel to enhance existing communication channels and encourage interaction with residents and service users.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications associated with this proposal. The social networking would be developed within the existing service resources.

4. SERVICE & COMMUNITY IMPACT

This report supports the Community Plan as it seeks to ensure *'people who live and work in Aberdeen will be well informed and actively supported to achieve their full potential'*; Aberdeen will be *'a city with a strong, vibrant local democracy and a sense of civic pride'*, and also become *'a city that promotes high expectations and meets those through the genuine involvement of its people'*.

Within the Single Outcome Agreement the Council pledges to *'engage young people to facilitate their personal, social and educational development and enabling them to gain a voice, influence and place in society'* (Policy: Priorities for Community Learning); and to ensure that Aberdeen is a place *'where every citizen is enabled to be more active in his or her community...'* (Policy: Strengthening Local Democracy).

The proposal has been assessed under the Council's Equality and Human Rights Impact Assessment procedure and no negative impact has been established.

By developing alternative forms of engagement and communication to complement the existing channels the proposal to use social networking sites supports the Council's Equality and Human Rights Policy.

5. OTHER IMPLICATIONS

Legal – where data is captured on users it will be in accordance with the Data Protection Act 2003 and Council policy and procedure.

Resource – services presenting information on the social networking sites will need to allocate staff time for regular updates to ensure maximum effectiveness. It is anticipated these services will require support and guidance from the Council's marketing, communications and e-government teams. Consequently staff time will need to be allocated within these teams. This will need careful monitoring to ensure effective use of resources.

Personnel – no implications.

Property – no implications.

Equipment – no implications, activity should be carried out on existing IT equipment.

Sustainability and environmental – a benefit of communicating through social networking sites could be a reduction in the quantity of paper and printing produced by the Council.

Health and safety – to identify and alleviate potential risks to the Council's existing internet and IT functions the SDD security team have been consulted and advice has been sought from the outset.

Policy implications and risks – no implications.

6.0 REPORT

The Council website, <http://www.aberdeencity.gov.uk/>, has recently been ranked across a range of measures as the third best website out of the 429 local authorities in the UK (Source: Site Morse, January 2010). It is intended that the social networking sites would complement the Council website and enable teams within the Council to reach and connect with previously 'hard to reach' groups by communicating with them on their terms using technologies they are familiar with. The relative ease of implementation, and virtually no cost, makes this an attractive communication tool, as does the opportunity to present Council information and news without media influence or editing.

Evidence of a large growth in the use of social networking sites by young people is provided by recent figures from Ofcom (September 2009) which demonstrate that in 2007, 54% of these sites were used by young people within the 16-24 age group. By 2009 this figure had grown to 86%.

The popularity and growth of social networking sites has been rapid. Twitter, has produced a league of local authorities using the sites. Currently 125 local authorities in the UK are accessing Twitter in some form. Included within these authorities are 55 councils who are also posting videos on You Tube, and 44 with a Facebook profile¹.

¹ Research delivered at the 'Building Perfect Council Websites '09' conference

Locally, the use of these social networking sites is above average. Within Aberdeen 31% of adults have accessed or regularly access these sites. This is well above the UK average of 20% and slightly above the Scottish average of 30%².

These figures and comparative research would support the creation of social networking profiles for Aberdeen City Council as a way of targeting 'hard to reach' groups such as young people, encouraging interaction and engagement with all citizens, raising awareness of the range of Council services available and providing an additional marketing and communication channel.

6.1 An explanation of social networking sites:

Social networking is the loose term for a group of technologies and websites which include public internet forums such as bebo, Facebook, Twitter and myspace. Prior to the development of these forums, websites were built by applying specialist skills to compose, format and publish information. Networking sites enable anyone to publish as it hides this complex technology behind simple easy-to-use interfaces.

The result is a huge growth of personal sites, opinions, comments, knowledge sharing and interaction. Alongside this expansion is an expectation of 'being in the loop'. As the sites mature they shift from being the latest gimmick to the acceptable norm attracting attention from both public and private sectors.

As media attention of social networking sites has increased so have the expectations of members of public that opportunities to interact with organisations now exist.

Social networking sites would provide opportunities for the Council to communicate and interact directly with individuals and groups. These benefits for the Council would be:

- creating additional communication channels for citizens who regularly access social networking sites
- potential to interact with 'hard to reach' sections of the population who may not think to visit the main website
- an opportunity to generate additional income
- the Council will become more transparent and accountable
- providing a facility that enables questions to be answered
- possible increase in citizens' perception of trust
- comparatively inexpensive to introduce
- speedy, almost immediate, engagement with service users
- providing additional paper-free communication channels
- increased contact with residents

6.2 Social networking sites and local authorities:

² The Scotsman, September 2009-12-10

Whilst the Council has well established features on the website which provide a wide range of information on council services, not all citizens go there first for information. The scenarios below illustrate the potential benefits social networking would provide for the Council and citizens by extending the reach and functionality of the present arrangements.

Social Networking and interaction – a scenario **featuring a member of the public:**

- i. A 21 year old male science student has just moved to the city. His interests include live music and studying. Whilst he would like to pursue all of his interests he would not think of visiting the Council web pages for information of bands in the area.
 - He receives a tweet from a friend telling him about a local band playing at the Beach Ballroom. From this he clicks onto the Beach Ballroom Facebook page; follows the link to the Council website, books and pays for his ticket and passes the information to his friends using Twitter, text SMS or updating his Facebook status. They do the same.
 - Having attended the gig, he uploads his review and photographs of the event to the Beach Ballroom's Facebook page and also makes a comment about what a great night he had on his own Facebook and bebo pages. His 100 or so Facebook friends are then notified of his post on their own Facebook pages and become interested in the venue.
 - As this is all handled through social networking sites the Beach Ballroom doesn't pay booking fees, income is received in advance and the profile of the Beach Ballroom as a music venue for all ages grows.
 - The student now joins the Council's mailing list and regularly receives electronic details of forthcoming events. He notices a series of Science Festival lectures. He informs his classmates and they also attend the lectures. One session is from a librarian talking about the academic services provided by the central library. This information drives the student to the Council website where he is able to source the relevant information he needs. His quest then takes him onto the libraries section of the social networking pages and he takes advantage of the music instrument and media hire services provided within the library.
 - He now is becoming more and more aware of the breadth of Council services available to him and regularly visits the Council website.
 - Following an email requesting young people join City Voice panel he applies and begins to expand his contact with the Council still further.

ii. Scenario two: **Snow / flooding / bad weather**

News items are posted regularly on the Council's website referring to roads conditions / flooding / weather / gritting / travel advice and support for the elderly.

- By linking this service to Twitter it automatically sends 'tweets' to a wide audience of followers. These tweets provide links back to detailed news and information posted on the Council's website and encourage interaction through the online system for reporting roads issues (where appropriate).

- Maps are created on the sites showing roads affected by severe snow and ice or areas affected by flooding. Again interaction is encouraged through the online reporting.
- A map showing the location of all grit bins is set up. People can click on the map and report when the grit is running out. An interactive map is provided showing where gritters have been and where the next gritting is scheduled for.
- In the case of disruption to household waste collections, we send this information through twitter and by triggering e-mail alerts to the media (as per existing school closures), or by SMS (texting).
- Where schools are affected, head teachers complete the school closures system. This automatically triggers tweets containing links to the school closures system for further information. The system automatically sends alerts to local media through e-mail distribution lists.. Parents can subscribe to tweets, or for emails or SMS messages.

iii. Scenario three: **Major emergency**

The majority of the Council website front page is given over to the prevailing situation. News items and updates are posted regularly to keep the public informed.

- Automatic tweets are circulated to citizens following the Council's Twitter feed. Those who have consented to SMS texts or emails receive information by those methods.
- If the situation concerns a geographical area (e.g. a bomb scare) we post information on social networking sites with links back to a map showing the affected area - with open and closed roads and alternative routes. There is also a link to information on bus services / parking and car sharing.
- We set up a page for people to log concerns and monitor and respond to queries that can be received by e-mail, web page, twitter, and phone.

iv. Scenario four: **Art Gallery promotion and engagement**

The art gallery wishes to raise awareness of the touring Turner Prize exhibition. The team is aware of the importance of the exhibition to the city and is keen for all residents to have the opportunity to experience it.

- Gallery staff contact community groups and community learning teams through their email addresses and direct them to the Council's website, Twitter feed, bebo page and You Tube presence. By using social networking to raise awareness of the event it becomes more accessible.
- As the date for the exhibition draws near a promotional video of the installation is featured on You Tube. This contains a link to the Art Gallery pages with details of this and other events. Short concise Twitter feeds and a 'countdown to opening' is created by the curator.

- Live reviews and reactions are displayed on screens at the entrance to the gallery as well as through social networking channels with the large numbers of visitors tracked and promoted. Local media cover the exhibition, and the reaction to it, (amazement, excitement and surprise) from amongst citizens and creates a feeling of collective involvement rather than the exhibition being 'not for me'.
- A large database of art gallery visitors is collected for future promotions and advance previews.

6.3 Growing Aberdeen City Council's Social Network

The use of social networking sites, as identified above, demonstrate a 'comfortable fit' with local authorities in that both are about building communities and connecting people. There is now an expectation, especially amongst the younger population that organisations will have a presence amongst this virtual community and that it will be possible to access information and services through this channel.

Awareness of the sites would be raised through the following channels:

- through active use of the sites themselves
- on the Council's existing website
- by adding a note to personal email signatures
- by incorporating the information into other Council publications and literature where appropriate
- through issuing media releases
- word of mouth

6.4 Next steps

This report requests approval to develop a corporate profile on the social networking sites of bebo and Facebook; use of the You Tube media channel to present movie or DVD recordings; and the creation of a Council Twitter feed.

The sites should be branded corporately wherever possible to promote the wide range of services and events. Each site would feature some or all of the elements listed below:

- Council press releases and appropriate images
- Forthcoming events
- Reviews of events
- Information on and changes to waste services
- Links to relevant sites such as partners
- Brochures and other documents in a downloadable form
- Award successes
- Promotional videos
- 'Stop press' information
- Road closed notices
- Schools closed information
- Roadworks and road conditions
- Severe weather announcements

- Discussion forums
- Links to the Council website
- Individual, service and team blogs

Issues to be addressed and solutions:

Issue:	Solution:	Delivered by:
Opening up social networking sites for public comment does not mean a response received is a full reflection of popular opinion	This will be addressed through careful monitoring of the number and content of comments to ensure a balance of opinion is presented	Marketing, e-Government and Comms teams
Offensive comments and feedback posted on the site would require moderation and/or removal where appropriate	Regular monitoring would be required	Service teams
Potential security issues are identified	Colleagues should adhere to the Council's ICT Acceptable Use Policy, and liaise closely with the ICT service, following their advice to alleviate and remove any risks	Service teams, e-Government and ICT security teams
Sites must be maintained, monitored and updated for maximum effectiveness	Staff time required to update the sites will need to be incorporated into each service's ongoing communications activity	Service teams

6.5 Timescales:

It is envisaged the building of profiles will begin immediately with an evaluation presented to the Corporate Police and Performance committee meeting on the 9 September 2010.

6.6 Consultation with elected members:

As part of the preparation to present this report to committee, a period of consultation was undertaken. Four members responded with three voicing their approval of the proposal. One elected member raised concerns and stated the proposal was a 'step to far'.

7. REPORT AUTHOR DETAILS:

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8. BACKGROUND PAPERS:

None

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ABERDEEN CITY COUNCIL

COMMITTEE	Corporate Policy and Performance
DATE	4 th March 2010
DIRECTOR	Stewart Carruth
TITLE OF REPORT	ICT Technical Strategy 2010 - 2015
REPORT NUMBER	CG/10/039

1. PURPOSE OF REPORT

To present to Members the proposed ICT Technical Strategy 2010 – 2015 that will determine the effective planning across all Services for the future requirements of ICT functionality.

2. RECOMMENDATION(S)

It is recommended that Members approve the ICT Technical Strategy 2010 - 2015.

3. FINANCIAL IMPLICATIONS

The implementation of the strategy will create revenue and capital implications. These will be quantified and evaluated prior to any implementation approval. The funding for the implementation will be derived from the revenue budgets of Corporate Governance as well as the revenue budgets of other Services, as appropriate, and from the Non Housing Capital Programme. Therefore implementation of the strategy will be partly determined by the parameters set by the Council's revenue and capital budgets.

4. SERVICE & COMMUNITY IMPACT

Information Communications and Technology (ICT) are integral to the day to day operation of the Council. So, while ICT in itself does not have a direct impact on Service and Community, each and every objective contained within the Community Plan, the Single Outcome Agreement and Vibrant, Dynamic and Forward Looking, is possible because of, or made easier to achieve by, the integral role of ICT to service delivery across the Council.

5. OTHER IMPLICATIONS

The implementation of any strategy will have extensive implications in respect of legal, resource, personnel, etc., and those implications will be managed properly and in accordance with the relevant council policies as they arise.

6. REPORT

- 6.1 All services of the Council utilise ICT functionality on a day to day basis. That utilisation is expanding in terms of volume and in terms of the technology being introduced to the Council. It is therefore a necessity that there is a corporate approach to all aspects of the utilisation of ICT functionality currently and into the future to ensure overall efficiency.
- 6.2 The corporate approach to ICT functionality is encapsulated in the ICT Business Strategy, previously approved by committee in December 2008; the ICT Technical Strategy which this report presents for approval; and the Management of ICT Security policies which are revised regularly and the latest revision was included in the Information Bulletin of the last meeting of the Corporate Policy and Performance committee.
- 6.3 The outcome of these core strategies and policies is an agreed way forward in determining how and when to adopt new ICT functionality or to develop existing ICT functionality, in the context of ensuring good technical practice pertinent to the context of operating and providing that functionality.
- 6.4 The focus of this report is the ICT Technical Strategy 2010 to 2015. The strategy is provided as appendix A to this report.
- 6.5 The development of the ICT Technical Strategy has been undertaken with due regard to the ICT industry and in particular the successful participants, in various roles, within that industry; and to the future development of ICT within Aberdeen City Council that the Strategy will be core in guiding and developing, which is encapsulated in the ICT Options work. The ICT Options work is a review of the various ways in which the ICT Service required by the Council can be delivered. Without knowing the technical requirements the viability of the options for the future service provision options cannot be properly evaluated.
- 6.6 The preparation of the ICT Technical Strategy was drawn from reviewing current and known future ICT requirements; benchmarking with industry standards and other practitioners; the extensive involvement of ICT staff to build in the detail of the technical requirements of the Service's clients and the input of Services in indicating what their future requirements would be in respect of using technology to support service delivery.
- 6.7 Specifically in relation to benchmarking with the industry standards and other practitioners there was dialogue with large and medium sized external vendors such as IBM, Atos, Bull, BT, Dimension Data, OCSL, Amor and Capito who were able to identify the emerging trends. There was research through various online sites of manufacturers such as EMC, IBM, HP, NETAPP, Novell and VMware. Also there was a review of the strategic plans of other local authorities. This was then supplemented by comparing the potential future with the known requirements of the user base in the Council. It was from the extensive pool of knowledge that key principles of Virtualisation, Automation and Consolidation were drawn up.

All of the information collated from this work has been held as part of the audit trail of the preparation of the strategy.

There is a glossary of terms at the end of the report.

- 6.8 There was also benchmarking undertaken with those local authorities that were working with the industry vendors that had been consulted with to verify that the intent and the reality were aligned. To this end benchmarking with peers was carried out with Dundee City Council, a site visit; by online research with Bristol Council; and by dialogue with Barnsley Council re their work with Bull, with Edinburgh Council re their work with Capito and South Shields Council for their work with IBM.
- 6.9 The strategy was extensively consulted on within the ICT service initially. This consultation took place at a number of different stages ranging from each area being reviewed by the technical experts on a number of occasions until the draft was completed. This produced the draft strategy which once a complete document was reviewed by all levels of management within the ICT Service first and then provided to all staff in the ICT service to review. The changes that this produced were incorporated in to the strategy and then it was provided to the key ICT users across the council for then to review. Changes from the client perspective arose and were incorporated into the strategy.
- 6.10 The move to formal consultation saw the draft strategy provided to all Services and the Trade Unions. A significant number of comments were received, to which a collated response was issued to all who had raised a comment. The collated response detailed the issue raised and the response from ICT. Many of the comments were for clarification but where the issues raised were advantageous to the strategy they have been included in the final version, as attached to this report.

6.11 Summary

The ICT Technical strategy sets out the Information and communications technologies (ICT) technical vision that will enable the Services of the Council to attain improved and fit for purpose use of technology to fulfil their business requirements.

The ICT technical strategy provides the computing foundation for the data and applications architecture required to support all Aberdeen City Council Services.

The ICT Technical Strategy has an overarching vision that all Services in delivering their operational requirements should be supported by technology that is flexible enough to allow them to access and use all necessary data in a 24/7 working environment

The ICT Technical Strategy provides Aberdeen City Council with an overarching technical architecture which will deliver benefits such as the use of common standards, improved resilience, cost

effectiveness, improved customer satisfaction and will reduce the ICT carbon footprint.

In the ICT Technical Strategy sections 3.1 to 3.4 are the technical detailing. They shall be included as an appendix in all future ICT tender documents so that vendors can align any proposals they make with the Council's technical ICT strategic direction.

7. REPORT AUTHOR DETAILS

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8. BACKGROUND PAPERS

Watt, Ian. Corporate Online Strategy 2008 – 2009, Version 1.1. May 28th 2008.
Guild, Robert. ICT Management of ICT Security, Issue 7. April 21st 2009.
<http://thezone/nmsruntime/saveasdialog.asp?IID=13460&SID=4281>
Gale, Jacqui. Customer Service Strategy, Draft. September 2009

Glossary of terms

Amor and Atos BT Bull Capito Dimension Data IBM OCSL	These are all ICT vendors, so these are company names.
EMC IBM HP NETAPP Novell and VMware	These are all ICT manufacturers, so these are company names.

Aberdeen City Council

ICT Technical Strategy

2010 - 2015

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Rev	Date	Description	Author	Reviewed	Approved
V 0 draft		Initial draft for review	PE	AM / SM	
V0.1 (draft)	24/11/09	Draft Issued for consultation	PE	AM / SM	RA
V1.0 (draft)	22/12/09	Issued for committee approval	PE	AM / SM	RA

1.0 Executive Summary

The ICT Technical strategy sets out the Information and communications technologies (ICT) technical vision that will enable the Services of the Council to attain improved and fit for purpose use of technology to fulfil their business requirements.

The ICT technical strategy provides the computing foundation for the data and applications architecture required to support the objectives of the various Services.

This ICT technical strategy was developed by:

- speaking with the various Services in the Council and identifying their future ICT requirements (noted as the drivers for change in section 2.2)
- understand the changes fulfilling these requirements will have on the ICT systems used by the Council
- reviewing the current ICT provision and
- then determining what the future ICT provision therefore needs to be and the changes required to achieve that

This provided the basis of the vision which is:

- That all Services in delivering their operational requirements should be supported by technology that is flexible enough to allow them to access and use all necessary data in a 24/7 working environment.

For the technology provision in the Council this means moving from the traditional ICT architecture which in effect resulted in technology constraining the service delivery options of the Service, to having a Service Orientated Infrastructure.

A Service Orientated Infrastructure means the use of technology to meet the needs of the Service. Such an approach enables there to be a greater focus on what the technology has to achieve for the Services and away from the traditional focus of how the technology can be used. The result is improved performance potential for Services because the use of ICT can be synchronised with business needs.

For the technology provision to the Council this means that the principals to be observed are virtualisation, automation and consolidation.

- **Virtualisation**
For the Services this will mean staff will enjoy access to all of their ICT resources, regardless of location, which accords with the corporate direction of improved customer service and of a more flexible workforce. For the technology provision it means moving to a standardised environment that is easier to support with fewer resources. In turn for the Services this means quicker and less costly support.
- **Automation**
For the Services this means the move to allowing key ICT systems and resources to become available 24 / 7 to meet their demands regarding improving service standards. For the technology provision working with a standardised environment, means that updates, upgrades and the provision of new services

becomes quicker and easier as they are carried out from a central location. In turn for the Services this means an improvement in the overall standard of ICT provision with less planned down time to keep their systems fully up to date.

- Consolidation
For the Services this means service improvement through being able to have applications provided more quickly and with ICT becoming more reactive to customer requests.
For the technology provision this means that consolidation in software packages and hardware platforms will bring a reduction in ICT support costs whilst improving the service delivered to the council.

Beyond the improvements noted above for each Service's specific use of technology this ICT strategy also addresses several corporate business needs:

- Reducing the environmental impact of the council
The council is committed to cutting its carbon emissions by 15 percent between 2010 and 2015. ICT systems consume power to keep them running and to maintain a steady temperature in the data centre. This strategy includes approaches that will decrease the overall electrical demand during and outside normal working hours through the use of innovative hardware, software, implementation of best practices.
- Smarter working
The corporate objective of attaining a smaller more flexible workforce coupled with the imminent move to Marischal College will require changes to working practices to make the most efficient use of council premises. The demands for smarter working are set to grow significantly over the next 3 years and this strategy enables key aspects of this to be met.
- Improved Customer access
The council aspires to be recognised as a role model in customer service provision, with customers who feel that council services are accessible. Customer access to council services will therefore increasingly be driven down three main channels - face to face, telephony and internet / email.
- Cost reduction
Through the adoption of new technology and smarter ways of working it will be possible to significantly reduce the revenue cost whilst improving service levels to customers and citizens.

In this ICT Strategy sections 3.1 to 3.4 are the technical detailing. They shall be included as an appendix in all future ICT tender documents so that vendors can align any proposals they make with the council's technical ICT strategic direction. Hence the content of these sections is highly specialised.

This strategy will be subject to regular review which is consistent with the philosophy of this being a live document.

2.0 ICT Strategy – Vision for the future

Looking forward over the next three to five years, the council faces a number of pressures that will shape how ICT facilities provided both to and by the various services will have to evolve to meet citizen and council needs. In addition to these pressures, the ICT department will also be faced by internal pressures to work smarter, to be more efficient at providing services and to meet the needs of their customers with fewer resources.

The ICT technical strategy contained within this report shall

- provide a commercially and technically viable, enduring approach to ICT technical resources;
- provide a durable solution for flexible working and disaster recovery;
- ensure the availability of ICT technical systems is maximised within agreed constraints;
- ensure the development of environmental (“green”) policies for all aspects of ICT technical systems

The approach taken in developing the strategy has been to engage with key services, review the current situation within the ICT department and to identify best practices within peer organisations and other industries.

Looking to the future, there will be a significant drive to accelerate the progress of centralized and shared services within and out-with the council. This will be accompanied by a move towards a Service Orientated Infrastructure (SOI) where ICT is delivered as a service. This enables business processes to drive the definition, creation and execution of services that can be shared and reused across the organisation. SOI changes ways of thinking about traditional ICT architecture. It brings an end to monolithic, rigid application architectures and the high maintenance costs associated with them.

The strategy highlighted within this document is designed to underpin and support the above vision as well as Corporate Online, ICT security and Customer service strategies as these evolve. This document will not recommend the choice of one particular system, application or infrastructure component over another unless there is a significant reason for doing so. These tactical aspects will be addressed technically, and financially validated, in the respective projects that will result from this document.

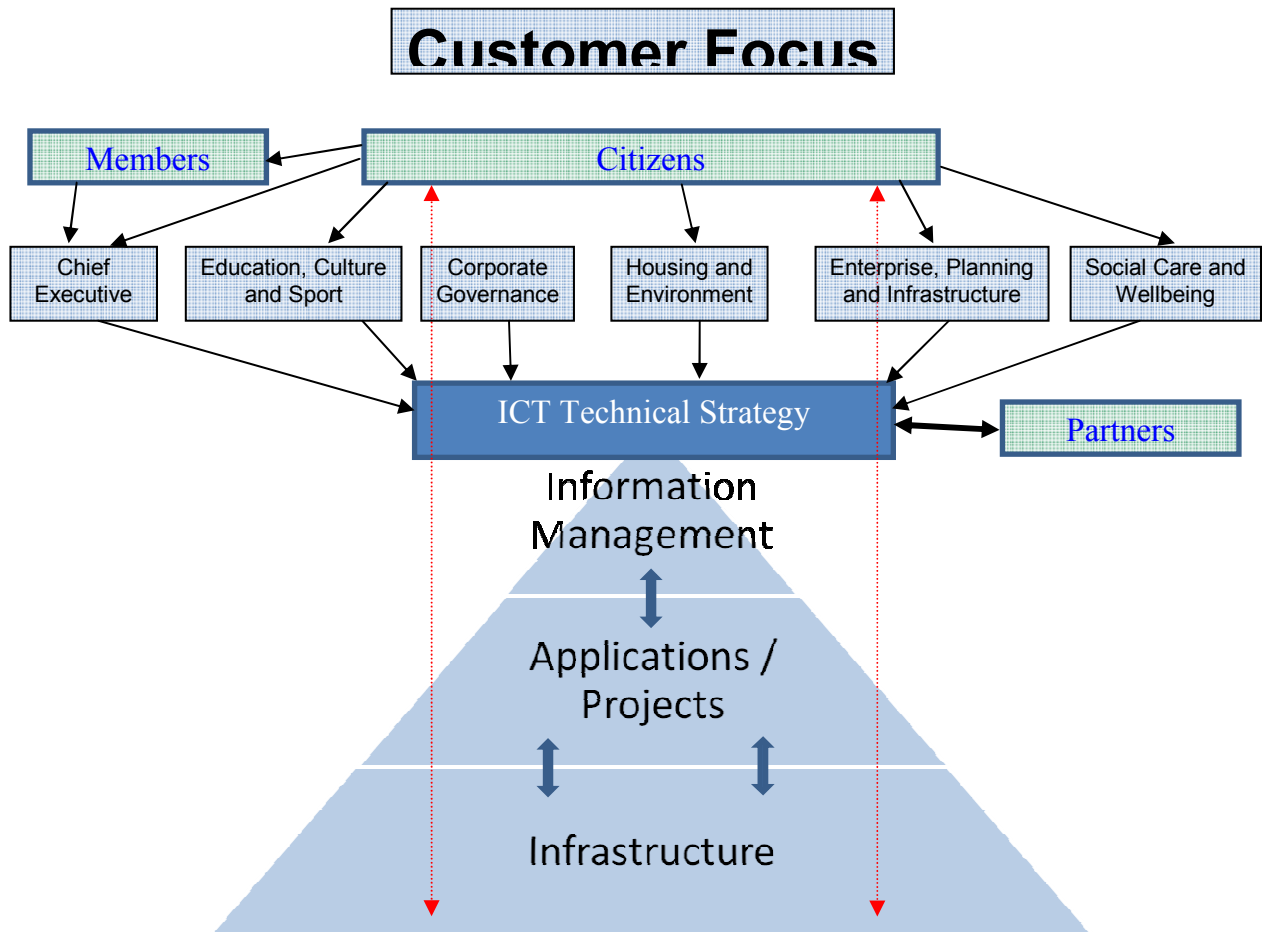
A glossary has been provided at the end of the document.

2.1 Strategy development

The ICT technical strategy has been developed by

- identifying the demands being placed on ICT by various service departments through various meetings with stakeholders within the organisation (a summary of which can be provided on request);
- understanding how these demands impact on current and future ICT systems;
- reviewing the current infrastructure;
- clarifying the steps required to move from the present into the future

Whilst this strategy doesn't address the Corporate Online, ICT Security or Customer service strategies, it has been developed with full awareness of these documents.



2.2 Drivers for change

As a result of the discussions with various service departments and key ICT personnel, the key drivers for change for the period 2010-2015 have been identified as below.

<p>Infrastructure</p> <ul style="list-style-type: none"> • Provision of high availability, efficient and effective networks, servers and systems on a 24 / 7 basis. • Increased use of the internet to access internal systems. • Disaster recovery to meet the needs of the business continuity plan. • Reducing the carbon impact of delivering the ICT infrastructure. 	<p>Information Management</p> <ul style="list-style-type: none"> • Overcoming limitations of e-mail and file storage. • Increased demands on electronic storage and retrieval as a result of electronic document records management and workflow take up within the services.
<p>Delivery of Services</p> <ul style="list-style-type: none"> • Provision of systems out-with normal office opening times. • Continued development of web based transactional services for citizens. • More flexible working for council employees. • Provision of easy to use, resilient technology appropriate for purpose. 	<p>Future Plans</p> <ul style="list-style-type: none"> • Relocation to Marischal College and associated hot desk requirements. • New data centre. • Significant budget constraints. • Enhanced CRM needs • Estate rationalisation • Decommissioning of St Nicholas House. • Replacement of the Payroll system. • The potential sharing of services with other local authorities.

2.3 The vision

To be successful, the organisation must become increasingly flexible. That means the underlying ICT infrastructure must keep pace with today's fast changing business dynamics. To achieve that agility, organisations must adopt new ways of looking at and implementing ICT architecture.

ICT architecture comprises various layers of systems. Traditionally, these systems may include custom applications, mainframe systems, client server applications, and ERP systems, as well as more modern web-based systems. These ICT systems tend to form a sprawl in three distinct types:

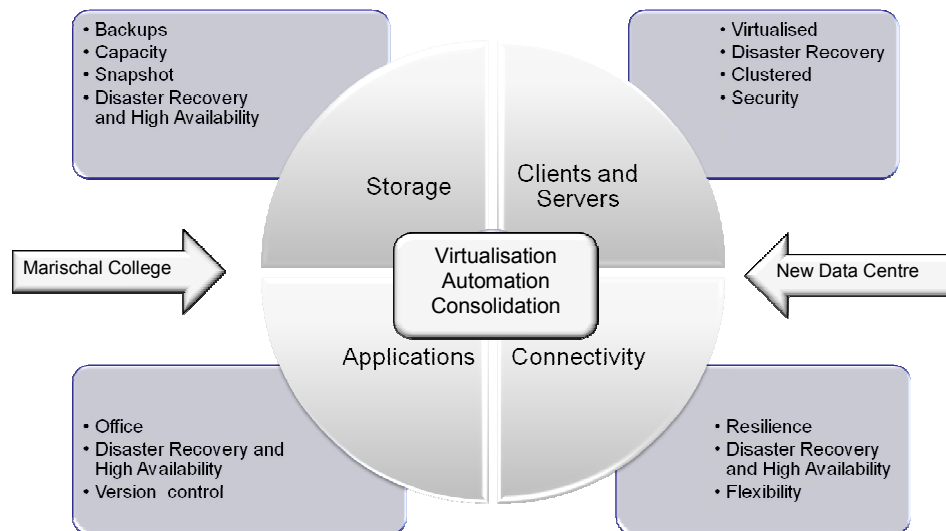
- Slabs: Layers of historical ICT,
- Silos: Redundant and mutually inaccessible systems,
- Spaghetti: Jumbled point-to-point integrations.

A key fundamental principle underlying the ICT Technical Strategy is to move towards a Service Orientated Infrastructure to tackle the problems that are inherent with the system sprawl identified above.

Moving towards a Service Orientated Infrastructure helps the council to

- Enhance business agility;
- Provide a configure-to-order rather than a build-to-order culture;
- Synchronize ICT with the business;
- Break the barriers between service units and business partners;
- Lower the cost of maintaining ICT systems;
- Focus resources on innovation rather than maintenance;
- Efficient delivery of web services to meet business demands;
- Provide support for ICT process automation;
- Protect ICT investments by building on the existing infrastructure.

As a result the vision for the ICT technical strategy for the period 2010-2015 is based on the key values of **Virtualisation** (where possible), **Automation** (where practical) and **Consolidation** (where appropriate), focused in on four core areas with Marischal College and the new data centre having a major influence. This vision is detailed below.



Virtualisation

In moving to a virtualised environment for the desktop PCs, Laptops and Storage, and building on the current server virtualisation, the council will see a standardised environment that is easier to support with fewer resources. In a virtualised environment, the ability to allow council staff to gain access to all of their ICT resources, regardless of location, can be achieved.

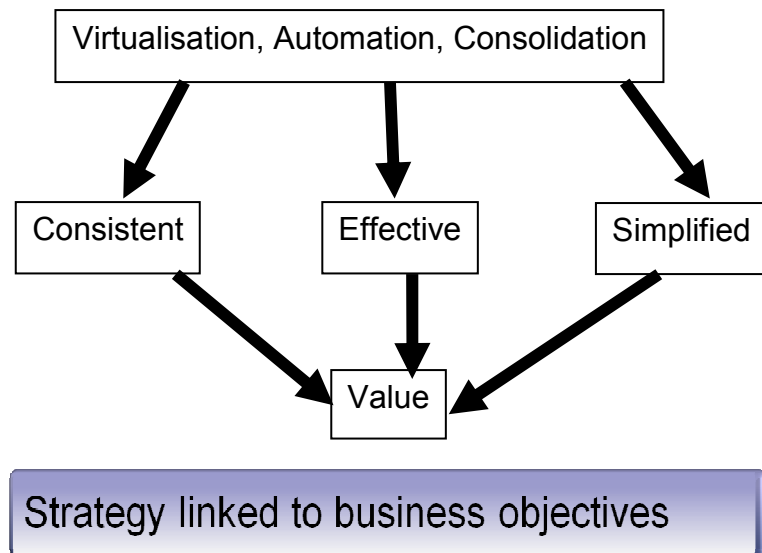
Automation

With a standardised environment, updates, upgrades and provision of new services becomes quicker and easier as they are carried out from a central location. In addition, automation will ensure that system failover can take place without ICT intervention. This allows key ICT systems and resources to become available 24 / 7 to meet the demands of the services.

Consolidation

Supporting a variety of different software packages and hardware platforms is resource hungry and fails to leverage the benefits of consolidated spend. Consolidation will bring a reduction in ICT support costs whilst improving the service delivered to the council. The service improvement will come through being able to provide applications more quickly and with ICT becoming more reactive to customer requests.

The result of this vision is that the ICT technical strategy will provide a consistent, effective and simplified approach that will deliver value for the council as shown below.



2.4 Contributing to the council's "Corporate Body"

Reducing the environmental impact of the council

The council is committed to cutting its carbon emissions by 15 percent between 2010 and 2015. ICT systems consume power to keep them running and to maintain a steady temperature in the data centre.

The strategic approach contained within this document aligns itself to the council's carbon emission target by decreasing the overall electrical demand during and outside normal working hours through the use of innovative hardware, software, implementation of best practices. To achieve this, the strategy focuses on making the existing technology "greener" by using inbuilt software features that are not yet activated, deploying new hardware that consumes less electricity, automatically switching off hardware due period of inactivity as well as extending the life of hardware where practical.

Smarter working

With the imminent move to Marischal College, changes to working practices will be required to make the most efficient use of council premises.

Once Marischal College is fully operational, there will be seven desks for every ten people who are destined to work in this building. This will require "hot desk" working together with the smarter delivery of services and applications to users in the new building. In addition, when combined with Pandemic and Business continuity planning, this will give rise to increased flexibility as to potentially how, where and when people work. This could be at other council premises, at libraries or from home. The demands for smarter working are set to grow significantly over the next 3 years and this strategy enables key aspects of this to be met.

Improved Customer access

The council aspires to be recognised as a role model in customer service provision, with customers who feel that council services are accessible. Customer access to council services will therefore increasingly be driven down three main channels - face to face, telephony and internet / email.

Two of these channels (in particular internet) allow self service to be deployed but must be available on a 24 / 7 basis. These allow customers to access information and carry out routine tasks at a time that suits them, without requiring any interaction with council representatives. Use of the internet should give customers direct access to their own service transactions. Whilst it can never completely take the place of talking to a real person when dealing with complex enquiries, it is by far the most cost effective way of delivering services and has the potential to realise significant financial or time benefits.

Cost reduction

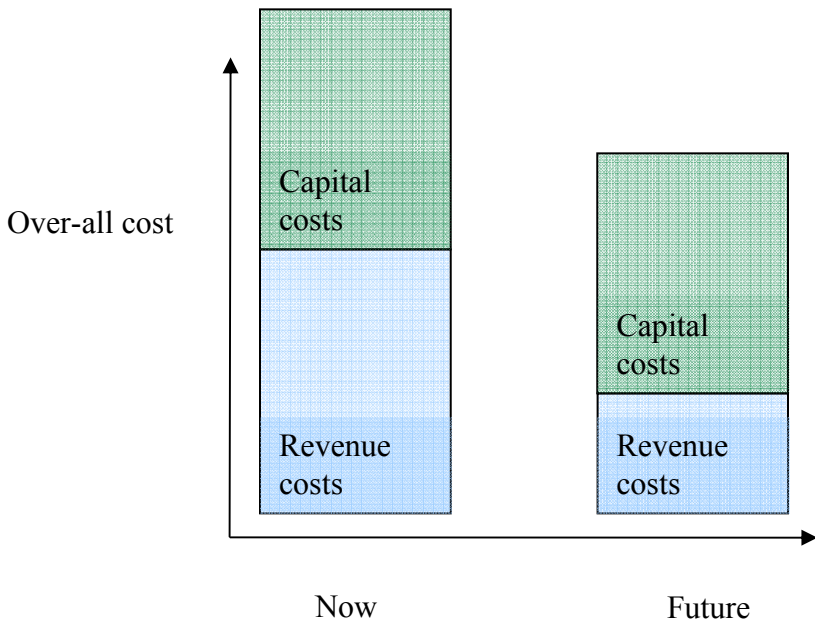
Through the adoption of new technology and smarter ways of working it will be possible to significantly reduce the revenue cost whilst improving service levels to customers and citizens.

The use of virtualised technology to centralise and automate service delivery will reduce costs. Consolidation will result in a reduction in the number of systems and applications to be maintained and supported. A significant proportion of daily ICT effort is spent maintaining the existing systems and infrastructure with little time to look to the future and to engage with the business. This strategy will ultimately address this imbalance.

The use of innovative methods to link offices together removes technical dependencies on telecoms providers, and reduces the exposure to uncontrolled cost escalation for leased lines, where there are no viable alternative supply models.

The centralised / shared data service model will continue to grow due to expected financial constraints. Opportunities exist and will continue to expand for taking services on a cost per user basis, or even to provide services for other organisations. This will lead to cost reductions, improvements in service levels in key areas as well as potentially providing sources of revenue.

The ultimate cost impact of the ICT strategy within this document will be to reduce revenue costs whilst maintaining capital costs as indicated in the diagram below.



2.5 Improving the council's processes and service levels

The introduction of a virtualised environment, and the consequent centralising of ICT service delivery, will highlight the ICT business processes which are missing, are weak or need to be changed to sustain a Service Orientated Infrastructure.

The technological direction that is at the heart of this strategy is firmly focused on delivering higher availability for key systems, together with providing improved access to these systems for a given set of circumstances. One of the consequences of this approach is that recovery from failure becomes quicker (if not transparent). This naturally leads to a more effective disaster recovery plan which is easier to implement in order to meet corporate business continuity plans.

In addition, the combination of standardisation, simplification and increased control of the PC and laptops, makes this environment more stable and easier to support. The provision of new applications and services becomes easier and quicker, which in turn leads to improved services levels for the organisation.

3.0 Strategic Direction

3.1 Storage

Summary

Data storage shall be treated as a commodity. This shall enable ICT to provide storage that meets the needs of the business, delivers improved data restoration functionality and improves data availability. This shall be accompanied by automatic archiving and the implementation of quotas to contain data growth.

The storage needs of the council fall into the following main categories, covering the information management life cycle:-

- Storage media,
- Backup philosophy,
- Archiving,
- Management.

Based on this, the key aspects of the storage strategy are detailed below with further information in Appendix A.

Storage media

- 3.1.1 The Council shall implement a Storage Virtual Network (SVN) that will be split between two data rooms. Equal consideration shall be given to Open Source and proprietary technology.
- 3.1.2 The SVN shall consist of tiered storage that meets the business needs of the council. Fibre Channel discs (FC) shall be used for performance (tier-1) and Serial Advanced Technology Attachment (SATA) discs to service file / print needs (tier-2).
- 3.1.3 The development of Fibre Channel over Ethernet (FCoE) will reduce data centre complexity. This technology shall be monitored regularly and then implemented at the appropriate time.
- 3.1.4 The SVN shall support file and directory snapshot technology for data restore purposes. This can be self administered or provided via the helpdesk as required by users. This shall include Oracle and (Microsoft) SQL servers as well as the office environment.
- 3.1.5 If there is a delay in the provision of a second data room, the council shall deploy a virtual tape library to backup data stored in the SVN.

Backup philosophy

- 3.1.6 In a dual computer room scenario, the need to carry-out onsite backups shall no longer exist.

Archiving

- 3.1.7 The council shall locally archive personal and shared data that has not been accessed for a predefined time onto tier 3 storage.
- 3.1.8 Business application data that is no longer current shall be archived onto tier 3 storage but shall remain available via the application.
- 3.1.9 All data shall be archived to an offsite location after being de-duplicated and encrypted. Consideration shall be given to offsite cloud storage to reduce costs once security and availability concerns are resolved.

Management

- 3.1.10 SVN management shall enable easy storage provision in a proactive as well as reactive manner.
- 3.1.11 The SVN management shall provide proactive alerting and predictive software to prevent the situation where "disk out of space" messages are sent to users.
- 3.1.12 The SVN management tool shall identify data that has not been accessed for a pre defined time and shall flag this for archiving.
- 3.1.13 Storage management, and the responsibility for this, shall lie within one team.
- 3.1.14 All data that the council is responsible for (including that within the education environment) shall be hosted in the SVN.
- 3.1.15 The long term strategy shall be to contain tier-1 storage by automatic migration to tier-2 storage.
- 3.1.16 Disk quotas shall be used to restrain the growth in tier-1 and tier-2 storage requirements.

3.2 Clients and servers

Summary

A Virtual Desktop Environment shall be implemented on all council workstations to reduce the cost of providing ICT services, improve reliability and aid faster deployment of applications. This is a prerequisite for the deployment of “hot desk” functionality which is to be used at Marischal College. The Virtual Desktop Environment will bring increased flexibility on where and how users work, increase security, and deliver a more environmentally friendly ICT service.

The server environment shall provide increased availability, and support the faster implementation of new systems at a lower cost.

Open Source software shall be considered as a replacement for proprietary software as appropriate.

The client and server hardware and software needs of the council fall into the following main categories:-

- Desktop hardware and operating software,
- Server hardware and operating software,
- Management,
- Printing,
- Training.

Based on this, the key aspects of the client and server hardware strategy are detailed below with further information in Appendix B.

Desktop hardware and operating system

- 3.2.1 The Council shall implement a virtual desktop environment across all corporate sites. This shall provide the foundation for all staff to securely access data and systems regardless of location. Where applications cannot be virtualised, they shall be deployed in such a way as to make them appear that they are virtualised whilst reducing the support impact for the desktop.
- 3.2.2 The range of hardware used on the desktop shall be reduced.
- 3.2.3 The logon process for the desktop device shall also result in the automatic login for the associated telephone handset.
- 3.2.4 The use of smart card technology shall be deployed for PC login and the electronic protection of confidential data.
- 3.2.5 The use of virtualisation shall be extended to all portable devices with the potential of encrypted “computer on a stick” technology. No data shall be stored on Laptops.
- 3.2.6 The use of Open Source desktop operating software and virtualisation software shall be given equal consideration to proprietary software.

Server hardware and operating system

- 3.2.7 The virtualisation and clustering of the servers in the main computer room shall continue and shall be extended into a second or backup data centre.
- 3.2.8 The current Sun based Unix and Solaris environment shall be migrated into a clustered Intel based (or similar) Linux environment as and when

appropriate. The decision to migrate should be based on the Total Cost of Ownership and not just the software purchase and maintenance cost.

- 3.2.9 Where practical, databases shall be clustered to reduce the hardware required
- 3.2.10 Any new servers shall be deployed using blade technology.
- 3.2.11 Hardware assisted virtualisation shall be leveraged, rather than relying solely on software virtualisation products.
- 3.2.12 The ability to self provision virtualised server environments shall be cascaded to system owners to build test and training environments.
- 3.2.13 The use of Open Source server virtualisation and operating software shall be given equal consideration to proprietary software.

Management

- 3.2.14 The council shall deploy monitoring tools for the desktop and server environment. Access to these shall be restricted according to job function and responsibilities.
- 3.2.15 Service Level Agreements shall be established for the virtualised environment.

Printing

- 3.2.16 The investment in the Xerox or similar multi function printing devices shall be leveraged through the use of “smart print” technology.

Training

- 3.2.17 “Just in time” training shall be provided to the ICT team and users as part of a migration process. This shall be backed up with Computer Based Training modules for new users or as a refresh for existing users.

3.3 Connectivity

Summary

Connectivity between main council locations shall be improved by providing more bandwidth between sites, reducing the number of single points of failure, and by reducing the cost of ownership associated with the inter-site links.

This shall support a consolidated and simplified infrastructure that presents data and voice services over the same cable. Additional connectivity features and functionality shall also be provided.

The connectivity needs of the council fall into the following main categories:-

- Workstation connectivity within and between offices,
- Voice connectivity within and between offices,
- Mobile device connectivity
- Management

Based on this, the key aspects of the connectivity strategy are detailed below with further information in Appendix C.

Workstation connectivity within and between council offices

- 3.3.1 The council shall implement diverse routing between and within offices to ensure that connectivity cannot be broken by the failure of a single device.
- 3.3.2 The council shall migrate away from hardwired links between sites to a wireless solution as appropriate and practical. The wireless solution shall be interlinked or “meshed” in such a way as to improve the availability of links between offices as well as providing additional bandwidth.
- 3.3.3 The council shall consolidate to a single manufacturer for the data centre(s) network connectivity and a single manufacturer for work group network connectivity.
- 3.3.4 All networking equipment shall be capable of providing “Power over Ethernet” to facilitate the connection of IP based telephony devices.
- 3.3.5 The council shall deploy bandwidth optimisation and acceleration devices where application performance is impacted by bandwidth constraints or latency between sites.
- 3.3.6 The WiFi network within the council shall be upgraded to provide a high-speed meshed solution for laptop users, other portable device users and telephony users.

Voice connectivity within and between council offices

- 3.3.7 The council shall migrate all voice communications to an IP based solution.
- 3.3.8 The council shall rationalise to a single manufacturer for the telephone exchanges deployed within the organisation, and shall ensure that a failure of a single site has minimal impact on the services provided.
- 3.3.9 The telephone system shall provide the corporate contact centre including the switchboard and RCC (Regional Communications Centre) functionality as part of the available product range.
- 3.3.10 The council shall deploy PC based soft phone technology and reduce the range of handsets provided at the desk.
- 3.3.11 The council shall route telephone calls depending on presence, and skills based routing.
- 3.3.12 The ability to forward voicemail and faxes to workstations and for email to be sent to a telephone number as a voice message shall be provided.
- 3.3.13 Increased Video and Audio conferencing facilities shall be provided.
- 3.3.14 The use of standard based voice connectivity between all sites shall be implemented.

Mobile devices

- 3.3.15 The council shall provide mobile or Personal Digital Assistant (PDA) devices from one manufacturer, with a single middleware solution and a single airtime service provider.
- 3.3.16 Laptops and Notebooks shall be provided from single manufacturer.

Management

- 3.3.17 The council shall deploy network management tool(s) for key services in the most effective manner including network performance and analysis tools.

3.4 Applications

Summary

The number of systems and applications shall be consolidated where duplicated features and functions exist within the council's supported portfolio. This will reduce support costs, lead to improved availability, reduced complexity and easier integration. This shall be accompanied by standardisation on how data is entered into systems with the goal of removing duplicated effort.

The use of Open Source software to replace proprietary applications such as Office, together with a review of the most appropriate email system (which could be provided as an external service), shall be fully investigated, with the goal of reducing costs whilst providing an improved service.

Web 2.0 technology and collaboration tools shall be deployed to improve the way the council works both internally and with external parties.

The application needs of the council fall into the following main categories:-

- Business orientated applications and systems
- Office productivity applications and systems
- Training

Based on this, the key aspects of the application strategy are detailed below with further information in Appendix D.

Business orientated

- 3.4.1 A common data standard shall be adopted as the precursor to introducing a common method of inputting data.
- 3.4.2 The council shall carry out a data cleansing exercise to ensure that unique data is held in each application e.g. Unique Property Reference Number (UPRN), Unique Citizen Reference Number (URCN), personal details, budget and financial information etc.
- 3.4.3 All applications shall support the UK eGovernment Interoperability Framework (E-GIF), OpenScotland Information Age Framework (OSIAF) and other government standards.
- 3.4.4 The council shall standardise on a single middleware platform to ease real time data exchange and interconnectivity between different systems.
- 3.4.5 The council shall reduce the database portfolio.
- 3.4.6 The current number of applications supported shall be consolidated.
- 3.4.7 Oracle and SQL server database management systems shall be the only ones supported within the organisation and shall remain no more than one version behind the current version.
- 3.4.8 The council shall provide improved database availability and the ability to recover from hardware or software related issues for Oracle and SQL server based infrastructure.
- 3.4.9 There shall be no application customisation without a robust case that considers the widest possible impact of all the options being considered.
- 3.4.10 The council shall give full and proper consideration of Open Source and proprietary software solutions.
- 3.4.11 The current portfolio of application development tools and languages shall be streamlined to the market leading products.
- 3.4.12 Application development shall be based on web-based access to back end systems.

- 3.4.13 There shall be no further development using Microsoft Access. Existing applications shall be converted to a front end run time only, with Access being removed from the desktop environment. The backend data shall be stored in a central, council wide SQL data base where reporting functionality will be provided by the primary reporting tool.
- 3.4.14 Business Objects (including Crystal reporting) shall be used for the current reporting together with the appropriate Business intelligence package. However, the council shall monitor developments and deploy the appropriate reporting package. The council shall not support more than two concurrent reporting tools.

Office Productivity

- 3.4.15 Open Source based Office productivity software shall be considered as a replacement for Microsoft Office.
- 3.4.16 The council shall consider migrating to having the corporate email system delivered via “Software as a service”.
- 3.4.17 The use of electronic collaboration tools and Web 2.0 technology shall be provided on an as needed basis.
- 3.4.18 The council shall deploy software onto end stations to reduce energy consumption and thus the carbon foot print of ICT.

Training

- 3.4.19 The council shall provide ICT training on a “just in time” basis through a variety of interlinked methods.

3.5 On the Horizon

The rate of change within ICT presents a number of opportunities when defining a technical strategy. Some of these result from technologies having been developed in the recent past that have not yet seen mass adoption, or are yet too immature for deployment in anything other than a proof of concept phase. Nevertheless, it is important that the progress of these into main stream ICT technology is monitored on a regular basis to ensure the council is an intelligent follower and that moving forward there is alignment between the various strategic documents such as e-Gov, ICT security and customer relationship etc. The list below identifies a number of these technologies that shall be tracked and reviewed on a regular basis.

Storage

- As new technology such as Serially Attached SCSI (SAS) disks using Solid State Disc technology becomes fully mature and cost effective, these shall be considered as potential replacements for FC discs.
- As external cloud based storage matures, this shall be considered as a means of reducing revenue costs for the council once the security and Service Level Agreement (SLA) issues have been completely addressed.

Open Source

- The Open Source market continues to mature with a consequent reduction or elimination of interoperability issues. The main areas of interest include Open Office as a replacement for Microsoft Office, Samba as a replacement for windows file and print, XEN for virtualisation, Open LDAP for Active Directory and Eclipse for application development. Potential benefits include reduced software costs, extended PC and laptop life thus reducing costs and their carbon foot print, improved security, improved start-up time and faster application delivery. Whilst some of these may be adopted early as part of this strategy, others may have to mature or develop further before they could be considered as a replacement for proprietary software.
- As Open source gathers momentum within the public sector, opportunities should emerge a national level to ease the migration of the council through information sharing or a procurement strategy. Some work on this is starting to emerge from Procurement Scotland initiatives.

Desktop and Server

- The use of a virtual desktop environment within the schools education or curriculum network shall be evaluated and piloted. The potential support and management benefits are the same as those of the corporate environment but without the financial benefits from reduced licence costs.

Monitoring

- The use of external suppliers to monitor key aspects of the corporate infrastructure is a mature service. Given the complexity, and range of skills required, outsourcing monitoring can free up internal resources to provide added value core services. The supplier can provide a range of services from monitoring only, through to full fault management as required. The monitoring is carried out on a network port, software application or hardware device basis and can thus be deployed where required, rather than on an all or nothing basis.

Voice

- The hosted telephone exchange is a mature model based on a cost per user basis. The main telephone system can be hosted by a third party who is responsible for running the voice network. This may be a viable alternative to hosting an internal system from a single manufacturer.

Wi-Max

- Using lower bandwidth than normal WiFi, Wi-max is currently able to interconnect sites which are just out of view or “near line of sight”. With a meshed Wi-Max environment it will be possible to provide connectivity for mobile or fixed devices without using mobile service providers. This could include laptops, PDA’s and Closed Circuit TV (CCTV) systems for a range of services including Social Care and Infrastructure.

Dual vendor

- In areas of the infrastructure that are mature, considering alternative solutions will improve the council’s negotiating position, help reduce capital costs and avoid vendor lock-in. In addition, it will refocus attention back on requirements, to ensure the right feature mix and architectural decisions, and will not constrain solutions to one vendor’s view of the world. Organisations can achieve at least a 30% reduction in capital costs just by considering alternative vendors, and savings can be much higher. The decision on how and where to use these vendors will be based on functional, operational and financial objectives
- Operational issues are perceived to be the major hurdle to be overcome by organisations who want to act on their desire for more choice and vendor leverage. There are four specific areas that need to be addressed to deal with these operational challenges:
 - Interoperability
 - Training
 - Management
 - Support escalation

However, by taking a systematic approach to the architecture, and following network management best practices, the objections raised by incumbent vendors can be easily overcome.

- Introducing a second vendor should be done with the network strategy and architecture in mind with the potential of using one vendor for the data centre and one for workgroup connectivity. By establishing a foundation of multi vendor network management tools that work with the current network infrastructure vendor this will allow time for staff training and conversion of skills to the new hardware and associated tools when introducing a second vendor.

IP V6

- IP version 4 (IP v4) is currently deployed and is the standard for connectivity between network devices. IP version 6 (IP v6) is designed to work in an environment that has a greater number of addressable IP devices, requires greater flexibility in the IP addressing schema and brings improved Quality of Service for new applications such as video, IP telephony etc. Despite being available for a number of years, and new hardware being IPv6 enabled, the uptake and deployment of IP v6 is not yet main stream and continues to be relegated to the backwater for most organisations. Deploying IP v6 should take place as the council starts to recognise that IP v4 is starting to reach its limits and where a business case is made to migrate. To ease the migration process, IP v6 should be included as part of any ICT hardware specification (even if it is disabled during installation).

Cloud Computing

- Cloud computing is a general term for anything that involves delivering hosted services over the Internet. These services are broadly divided into three categories: Infrastructure-as-a-Service (IaaS), Platform-as-a-Service (PaaS) and Software-as-a-Service (SaaS). The name cloud computing was inspired by the cloud symbol that's often used to represent the Internet in flow charts and diagrams.
- A cloud service has three distinct characteristics that differentiate it from traditional hosting. It is sold on demand, typically by the minute or the hour; it is elastic -- a user can have as much or as little of a service as they want at any given time; and the service is fully managed by the provider (the consumer needs nothing but a personal computer and Internet access). Significant innovations in virtualization and distributed computing, as well as improved access to high-speed Internet and a weak economy, have accelerated interest in cloud computing.

- A cloud can be private or public. A public cloud sells services to anyone on the Internet. (Currently, Amazon Web Services is the largest public cloud provider.) A private cloud is a proprietary network or a data centre that supplies hosted services to a limited number of people. When a service provider uses public cloud resources to create their private cloud, the result is called a virtual private cloud. Private or public, the goal of cloud computing is to provide easy, scalable access to computing resources and IT services.
- Cloud computing is evolving, but until robust answers are provided to questions regarding security, licensing, compliance, costs and SLAs, using cloud technology only for testing applications or new services appears a pragmatic way forward for the council.

Shared IT Services

- The concept of shared IT services will play a pivotal role in the re-thinking of how the public sector will deliver services to its customers. The concept of each public authority owning, maintaining and supporting a set of systems to deliver the required services will be increasingly challenged as severe budget cuts are imposed. In the future, public authorities will share systems between each other. This means a payroll system may be hosted in Kent and be used by a number of council authorities. In turn, Aberdeen City Council may host a social care system that is used by other local UK councils or provide a disaster recovery site for the public sector partners in the North East. This will require a robust infrastructure but could lead to revenue generating opportunities.

4.0 Benefits and risks

Organisational benefits

One of the pre-requisites for the above strategy will be a change to the current ICT culture in order to become more heavily service focused. This will require the formal adoption of the Information Technology Infrastructure Library (ITIL) frame work for service management. Providing a structured approach to incident, problem and change management will significantly improve the service provided and needs to be embedded within the council's ICT culture.

The adoption of an ITIL based frame work will minimise any adverse impact on the business by restoring services as quickly as possible, providing effective incident management, improving communication with users and reducing the impact of changes to the ICT environment.

The end result will be an ICT service not only is more inherently stable, but also provides value for money to ACC.

Financial Benefits

Key Strategic Direction	Indicative cost	Indicative annual cost savings potential	Carbon foot print reduction
Virtualised desktop environment – based on 1800 devices.	Not evaluated.	£110,000 to £130,000 (from hardware replacement costs).	Not evaluated.
Migration to Open Source Office from Office 2003.	£200,000 to implement (based on Bristol City Council figures.)	£100,000 (£500K upgrade cost every 5 years).	N/A.
Carbon Control software on 1800 PCs to reduce electrical needs.	£5,000 to implement.	£50,000 (£28/PC – after software costs).	330 Tonnes per year.
Links between council offices migrated to radio network.	£200,000 to implement (40% of proposed schools connectivity cost).	£160,000 (80% reduction in leased line costs).	N/A.
Storage and backup Maintenance.	Not evaluated.	£50,000 (H/W maintenance)and £60,000 (S/W maintenance).	Not evaluated.
Unix to INTEL migration.	Not evaluated.	£50,000 in hardware maintenance. Reduction in hardware costs.	Not evaluated.
Email as a service.	£50,000 as a revenue cost	£100,000 in licence costs (based on 4500 desktops). £30,000 in infrastructure and support costs.	Not evaluated.

Risks

A number of the high level risks with this strategy are detailed below:-

Risk	Impact	Mitigation
Lack of internal technical skills.	Technical experts are trained and use the skills once or twice but never develop the in-depth skills that external vendors have. This will impact implementation timescales.	Use external vendors who are doing similar projects on a weekly basis and leverage their skills and expertise.
Cost analysis for any solution is based on purchase cost only.	The purchase cost will typically make up less than 50% of the true cost of owning a solution.	Maintenance costs together with training, internal support, integration and customisation costs over a five year period must be included in the financial analysis.
Business Processes remain unchanged (“always been done this way “syndrome).	New systems have to be customised to meet business needs resulting in higher support costs.	Business processes to be reviewed to see how they could be modified to eliminate the need for customisation.
Financial constraints result in projects being implemented over a period of time.	Difficulty in supporting a heterogeneous environment during transition. Inability to effectively closeout a project.	Segmentation of the strategy in suitable portions that can be completed within one budget cycle (unless part of an ongoing rolling programme).
Trying to do everything at once.	Projects not completed on time, within budget or with agreed functionality and benefits.	Agree priorities based on business and operational demands with the business. Use project management methodology with an understanding of the impact of operational tasks on project progress if using internal resources.

Risk	Impact	Mitigation
Lack of change control.	<p>In today's environment a "bad" change has potentially a minimal impact.</p> <p>Moving to a virtualised desktop significantly increases the impact of an unapproved / untested change.</p>	<p>Process and policies for change management (effective testing and change control, risk analysis, roll back plans etc) must be implemented and become part of the ICT culture.</p>
Strategy Divergence	<p>There is a danger that separate, isolated development of this strategy from other related corporate strategies (e-Gov, ICT Security and Customer relationship strategies etc) would cause fundamental problematic differences at best, or could even have completely incompatible elements at worst.</p>	<p>ICT corporate governance needs to be strengthened so that there is clear linkage and reference between the core strategies.</p>
Lack of communication with the business	<p>The business sees ICT as an end unto itself offering little added value to the organisation.</p> <p>Services drive through changes based their own needs with little cognisance of the wider organisational needs.</p>	<p>Provide a regular, non technical, key project updates to all appropriate levels within the organisation.</p> <p>Introduce ICT corporate governance to ensure a cohesive approach is maintained across the organisation and to ensure ICT focused on delivering real value.</p>

5.0 The way ahead

5.1 Approval of Strategy

The ICT technical strategy approval shall follow the steps detailed below:-

- Review and approval by the ICT technical experts;
- Review and approval by ICT team leaders;
- Review and approval by ICT Account managers;
- Review and approval by ICT Management team;
- Review and approval by Director of Corporate Governance;
- Issue for consultation;
- Review and acceptance by CMT;
- Issued as an information paper by Policy and Performance.

The document will then be used to provide the governance and strategic direction for all future ICT technology deployed and used by Aberdeen City Council.

It is the intention of the ICT management that this document will be reviewed and formally updated on an annual basis to reflect changes within the organisation, as well as ICT technology trends and best practices. This document shall form a key part of the annual ICT budget setting exercise.

5.2 Implementation roadmap

With respect to the implementation of the main strategic themes identified within this document, the main steps are detailed below. They can be used as the basis or guide for a detailed project plan. These steps will need to be modified depending on technological and financial considerations. The implementation strategy assumes that a number of parallel activities are taking place as required. For example the implementation of the Storage Virtual Network assumes that new data centre and associated main and alternative or backup connectivity has been completed or is in progress.

As far as the overall strategy is concerned, there should be ICT steering group setup to monitor progress and to ensure alignment, governance and understanding between the business and ICT. This should include key stakeholders within the business as well as senior ICT managers.

It should be noted that decisions being made as part of the Marischal College project will impact the implementation roadmap.

5.2.1 Storage

- Identify the team, and the position within that team, who shall have responsibility for the council storage needs.
- Identify the storage needed in 12 months time. Use this as the initial design basis for the next three years depending on projected growth analysis (assume archiving is deployed within 12 months to enable the recovery of the storage space required).
- Having identified tier 1 (FC / SSD / SAS) and tier 2 (SATA) storage requirements, issue a request for proposal (RFP)

including data de-duplication. This RFP shall be based around the strategic direction identified within section 3.1 of this document and vendors should include indicative pricing for the solutions.

- It is recommended that the RFP should be issued to no more than five principle original equipment manufacturers. These should include HP, IBM, Netapp and EMC – either directly or via a value added reseller. Any proposal should not generate heat loading in excess of 12kW per rack when fully populated.
- Review the RFP and hold proposal review meetings with vendors.
- Select up to three preferred solutions (based on technology / cost / vision / ability to integrate with other vendors including EMC). Issue formal tender based on preferred solution(s). This shall be for the supply, installation, training and handover of the solution.
- Attention shall be paid to the ROI (return on investment) for the preferred solution(s)
- Note that with the use of a Storage Virtual Network, it shall be possible to mix and match vendor hardware. Whilst this approach should be taken for the future, using a single vendor for phase 1 below will reduce potential risks.
- Issue contract to successful vendor and implement in a number of discrete phases.
- Phase 1 – implement storage into new data centre together with data de-duplication and potentially archiving.
- Phase 2 – implement and test the SVN between existing and new data centre.
- Phase 3 – implement and test snapshot functionality.
- Phase 4 – implement offsite storage for archived data. After a three month period of successful operation, stop and decommission the current backup solution.

- Carry out an interim benefits analysis review.
- Phase 5 – provide storage capacity in second location (permanent DR site) once St Nicholas House has been removed as a single point of failure for the infrastructure.
- Phase 6 – decommission St Nicholas house storage which is currently out of warranty and thus subject to increasing maintenance costs.
- Phase 7 – bring the education storage into the SVN environment.

5.2.2 Clients and servers

Clients

- Identify the team, and the position within that team, who shall have responsibility for the desktop environment (hardware, operating software, applications etc).
- Technically and commercially evaluate the leading proprietary and Open Source desktop operating and virtualisation software.
- Complete a proof of concept and then pilot virtualised corporate client devices (desktops, thin clients, laptops and “back end infrastructure”) from various key locations. This shall include the use of smart card technology and the automatic login for the telephone associated with the desktop.
- Complete a proof of concept and then pilot secure remote access from home PCs and corporate mobile computing devices.
- Complete migration from E-Directory to Active Directory (AD)
- Once the pilot has been completed, identify the various phases required for a council wide rollout programme. It should be noted that the rollout will not necessarily result in 100% of users being migrated to a virtual desktop although 100% of people will have secure access for home working.
- Identify and address training and implementation issues and concerns.
- Carry out user awareness, user training, ICT support training and then migrate users.
- The initial plan shall be to complete the roll out of the virtualised desktop and smartcard login shall be completed by 1/May/11, in time for the move into Marischal College.
- Carry out a benefits analysis of the migration to a virtual desktop three months after the project has been completed.

Servers

- Identify the team, and the position within that team, who shall have responsibility for the server environment (hardware, operating software, applications etc).
- Technically and commercially evaluate the leading proprietary and Open Source operating and virtualisation software for the Intel environment.
- If this results in a potential move away from VMware and / or Microsoft, complete a proof of concept and pilot of the new virtualised server environment.
- Move into production within the new data centre using clustered blade technology in preparation for the client virtualisation above.
- Technically and commercially evaluate the options for moving the applications that currently run on a UNIX environment into a clustered Linux Intel based environment.
- Carry out a proof of concept for running the main UNIX based applications on Linux based Intel systems.
- Migrate from UNIX to Linux where feasible (technically and commercially).
- Carry out a benefits analysis post project closure.

Management

- Commercially and technically evaluate the software used to manage the server, desktop hardware and software environments. This shall be carried out in conjunction with the client and server road map above.
- Access rights shall be restricted to meet the needs of the various team responsibilities to ensure effective control of the ICT environment. Granting significant numbers of ICT support staff "administrator" rights shall be actively discouraged.

Printing

- Migrate the existing Xerox multi function printers into a “smart print” mode ideally using the smart card technology that will be deployed with the desktop virtualisation project. This will require a small degree of user education which could be completed as part of the virtual desktop roll out.

Training

- Training shall be provided on a “just in time basis” for the ICT teams who are responsible for supporting the virtual environment.
- User training shall be provided just before they are migrated to the virtual environment and this shall be backed up by using the trainers as “floor walkers” immediately after the migration has been completed.
- For new starts and to refresh skills, Computer Based Training (CBT) shall be provided in small bite sized sessions that target specific issues rather than requiring the user to sit through longer training session. In house services such as “OIL” should be considered providing they can be made available to everyone who uses ICT within the council regardless of their employment status.

5.2.3 Connectivity

Workstation connectivity

- Identify the team, and the position within that team, who shall have the responsibility for the network (LAN and WAN) environment.
- Identify the technical requirement to meet the business needs for data centre and workstation connectivity (both wired and wireless).
- Having identified the LAN and WAN requirements, issue a request for proposal (RFP) for each area. These RFPs shall be based around the strategic direction identified within section 3.3 of this document and vendors should include indicative pricing for the solutions.
- It is recommended that the RFP should be issued to a limited number of leading vendors / suppliers / manufacturers. These should include HP, 3COM, Cisco, Extreme and Brocade – either directly or via a system integrator.
- Review the RFPs and hold proposal review meetings with vendors.

- Select up to two preferred solutions (based on technology / cost / vision / ability to deliver the business needs). Issue formal tender based on preferred solution(s). This shall be for the supply, installation, commission, and handover of the solution together with training.
- Attention shall be paid to the ROI for the preferred solution(s)
- Note that with the use of a LAN technology (workstation and data centre connectivity) it is possible to mix and match vendor hardware. Using this approach, care should be exercised to reduce potential risks (see using dual vendor in section 3.5).
- Issue contract to successful supplier(s) and implement in a number of discrete phases.
 - Phase 1 – implement new data centre connectivity.
 - Phase 2 – implement WAN connectivity
 - Phase 3 – implement workstation connectivity solution(s) within Marischal College.
 - Carry out an interim benefits analysis review.
 - Phase 4 – provide data centre connectivity in second location (permanent DR site) once St Nicholas House has been removed as a single point of failure for the infrastructure.
 - Phase 5 – decommission St Nicholas house LAN infrastructure.
 - Phase 6 – bring the education LAN connectivity into the corporate environment.

Voice connectivity

- Identify the team, and the position within that team, who shall have the responsibility for the voice network (desktop and mobile environment).
- Identify the technical needs to meet business requirements for voice connectivity (both wired and wireless).
- Having identified the voice requirements, issue a request for proposal (RFP). The RFP shall be based around the strategic direction identified within section 3.3 of this document.
- It is recommended that the RFP should be issued to no more than five principle original equipment manufacturers. These should include NEC-Phillips, Avaya, Cisco and Mitel – either directly or via a system integrator.

- Review RFP and hold proposal review meetings with vendors.
- Select up to two preferred solutions (based on technology / cost / vision / ability to meet the business needs of the council).
- Issue formal tender based on preferred solution(s). This shall be for the supply, installation, training and handover of the solution.
- Attention shall be paid to the ROI for the preferred solutions(s)
- Issue contract to successful vendor and implement in a number of discrete phases.
- Phase 1 – Implement new Telephony system for Marischal College and ensure full functionality with the rest of the council telephone systems.
- Phase 2 – Implement new telephone number (and council wide numbering range) for the council as required.
- Phase 3 – implement backup / alternative telephony in key locations which can take over as the main answering point for the council as and when required. This will remove Marischal College as a single point of failure for voice connectivity.
- Phase 4 – Implement at all council premises as and when justified.

Mobile devices

- Identify the team, and the position within that team, who shall have the responsibility for the mobile devices.
- Identify technical needs to meet the business requirements for mobile connectivity.

Management

- Commercially and technically evaluate the software to manage the workstation and voice connectivity. This shall be carried out in conjunction with the above road map.
- Access rights shall be restricted to meet the needs of the various team responsibilities to ensure effective control of these environments.

5.2.4 Applications

Business orientated

- When a new application is identified by the council, it shall be assigned to a key application analyst, or team position, for its life cycle within the council.
- Communicate with the business and ICT account managers the strategic direction to use only Oracle and SQL server for all new applications.
- Communicate with the business and ICT account managers the strategic direction that there shall be no customisation of applications. This may require a re-alignment of the existing business processes to meet the standard functionality within the application.
- Communicate with the business and ICT account managers how future real time, data transfer between both internal and external applications will take place in a secure and robust manner.
- Implement a standard reporting tool and environment.
- Phase 1 - Clarify the business needs for higher availability and increased resilience for the Oracle and SQL server environment. Technically and commercially evaluate the options for a high availability and resilient Oracle and SQL server infrastructure (i.e. RAC, Dataguard, OEM etc) and then implement the appropriate options above to meet the business needs.
- Phase 2 - Commence data cleansing including the use of UPRN and/or URCN and then evaluate and implement a middleware solution to facilitate real time data transfer between various applications.
- Phase 3 - Review the existing application suite to identify the applications that are duplicating, or partially duplicating, functionality across the organisation and commence an active programme to consolidate and reduce them.
- Phase 4 – Analyse and convert existing Access applications to a run time version or a web enabled front end which removes the Access licence requirement from the desktop environment.
- Phase 5 - Analyse and migrate existing reports to a standard report tool or move to a web enabled front end using a centralised SQL database.

Office productivity

- Identify the team, and the position within that team, who shall have the responsibility for the office productivity software.
- Build a business case for a migration to Open Source office productivity. Include communications, project, management, training – technical and user, deployment and system testing, document conversion and system integration – including databases and macros, implementation support, productivity gains or losses, functionality gains or losses and new user impact.
- Project plan the migration, training and communication processes after project sanction.
- Build a business case for a migration away from GroupWise to Email being taken via the “Software as a Service” model. Include communications, project, management, training – technical and user, deployment and system testing, document conversion and system integration – including databases and macros, implementation support, productivity gains or losses, functionality gains or losses and new user impact.
- Project plan the migration, training and communication processes after project sanction.

Training

- Identify the key training needs of the council through user engagement and reviewing of helpdesk statistics.
- Develop a library of “smart start” type screenshot, moving mouse and voice over training modules that cover a specific topic. In house services such as “OIL” should be considered, providing they can be made available to everyone who uses ICT by the council regardless of their employment status.
- Consider the use of a floor walker to provide training at user desks and master class type group training sessions to meet user needs.

5.2.5 Key recommendations and priorities.

The key recommendations from the strategy are summarised below in order of timescale.

No	Detail	Priority	Completed by Timescale	Resources
1	Design, build and commissioning of the new data centre (up to and including offsite archiving storage - phase four).	High	1/12/09 – design 1/8/10 - built 1/10/10 – live	Internal / External
2	Desktop virtualisation from analysis through to the end of the pilot phase. Include smartcard sign-on and telephony interface.	High	1/12/09 - Analysis 1/2/10 – POC 1/8/10 – Pilot	External / Internal
3	Complete DHCP rollout across all corporate council locations.	High	1/2/10	Internal
4	Select PABX and workgroup connectivity solutions for Marischal College.	Medium	1/3/10	Internal
5	Oracle and SQL High availability / failover.	High	1/3/10	Internal / External
7	UNIX to Linux options and feasibility study.	Medium	1/6/10	Internal / External
8	Smart printing enabled.	Low	1/7/10	External / Internal
9	Completed WAN connectivity through to pilot phase.	Medium	1/7/10	External / Internal
10	UNIX to Linux migration.	Medium	1/12/10	External / Internal
11	Build business case for migration from Group Wise to Email as a service.	Medium	1/2/11	Internal
12	Build business case for migration from Office 2003 to Open source product suite.	Medium	1/2/11	Internal
13	Provision second data centre.	Medium	1/2/11	Internal / External
14	Complete WAN connectivity refresh.	Medium	1/3/11	External / Internal
15	PABX and work group solution implemented at Marischal College.	Medium	1/3/11	External / Internal
16	Complete phase 5 of storage road map – DR up and working at second site.	Medium	1/4/11	External / Internal
17	Start migration to Marischal College (60 people a night.)	High	1/5/11	External / Internal
18	Complete migration to Marischal College.	High	1/7/11	External / Internal
19	Decommission ICT facilities at St Nicholas House.	Medium	1/8/11	Internal
20	Migrate to new office and email applications.	Low	1/4/12	External / Internal
21	Migrate Education environment into the corporate Environment.	Medium	1/6/13	External / Internal

6.0 Strategic Plan Review and Reporting

6.1 Review

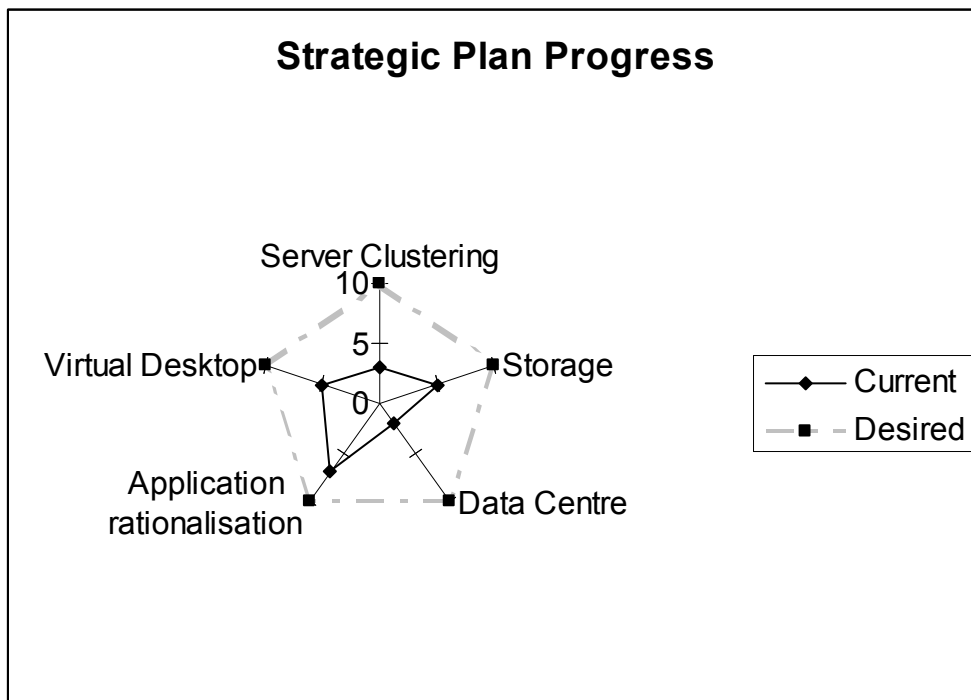
The strategic plan shall be owned by the ICT Technology and Information Systems service manager.

In order to keep the strategic plan alive and current, the follow actions shall be carried out.

- 1) The Strategic plan shall be formally reviewed on an annual basis in alignment with the budget process. This means that the CAPEX budget shall be driven by the Strategic plan which in turn driven by the business.
- 2) The Strategic plan shall be informally reviewed every four months to ensure that it is keeping abreast of current business demands, opportunities and technological developments.

6.2 Reporting

Once the key priorities for the next reporting period (quarterly) have been identified, they shall be reported on a monthly basis using a graph similar to the one below indicating the current position and desired target.



Appendix A - Strategy for Storage

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.1.1	Implement a Storage Virtual Network (SVN).	Adequate storage provided as required to meet the business needs. Reduction in storage costs.	More effective use of available storage resources across all ICT systems. Able to deploy storage on an “as and when required” basis in a proactive mode (thin provisioning). Storage can be treated as a commodity item providing it is compatible with the SVN. Simplified storage management.	Data Centre. Disaster recovery requirement. Service Level agreements within the organisation.
3.1.1	Split storage across two data centres.	Enabler to increase system availability to 24 / 7.	Enables a data centre to be taken down for maintenance without impact on users. Enabler for seamless High Availability and Disaster Recovery. Removes the need to have a backup system with the associated costs, management over-heads and concerns with media integrity.	Backup requirements and use of Virtual Tape Library. Size of storage and infrastructure requirements. Regulatory requirements
3.1.2	Storage to comprise FC and SATA media with option to deploy SAS and / or Solid State Drives.	Appropriate technology being used depending on cost / performance criteria. Reduced power consumption.	Enables cost effective and flexible storage hardware to be deployed as, when and where required. Reduced cooling needs.	Application requirements Archiving

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.1.3	Review Fibre Channel over Ethernet	Faster system provisioning time. Reduced costs and improved performance. Consolidation within the data centres.	Reduced complexity within the data centre. SAN and LAN traffic running over single 10Gb connection per server. Cost reduction through not having to provide and support separate SAN and LAN infrastructures. Improved performance for servers. Heat reduction and power needs within virtualised server racks. Reduced cabling requirements.	Storage Local Area Network connectivity.
3.1.4	Snapshot Technology	Able to recover files that have not yet been backed up / archived. Rapid recovery of files that have been backed up.	Users able to carry out restores of own files. Recovery point objective (RPO) shrunk down to minutes depending on snapshot interval. Recovery time objective (RTO) shrunk to minutes. Quicker and easier file recovery.	Backup and RTO / RTP requirements.
3.1.5	Virtual Tape Library	Quicker restore time. Improved backup reliability.	Less support overheads. Reduced revenue costs.	Data centre Storage Backup
3.1.6	Stop doing backups to tape	Increased system availability. Remove tape costs and management from revenue costs.	No need to replace existing tape backup system which is at end of life with regards to supportability. Remove the need for a backup window. Remove the dependency on tapes and remove the risk of not being able to restore data. Reduced power consumption.	Storage requirements Archiving Regulatory constraints
3.1.7	Archiving of data with de-duplication and encryption.	Contain revenue costs by not having to increase onsite storage needs at current demand.	More effective use of onsite storage. Able to recover data that has been deleted outside the current backup windows.	Backup and Storage

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.1.8	Business application data archived but remains available.	Increased application performance.		Archiving. Storage
3.1.9	Offsite data archiving.	Improved security of data.	Reduce expensive onsite storage requirements. Provide onsite storage only for data that is "active". Able to use external cloud storage once security and retrieval issues have been addressed.	Backup and Storage.
3.1.10 / 3.1.11/ 3.1.12	SVN management software.	Storage delivered on a "just in time" basis. Reduced revenue cost incurred in managing physical data.	Remove complexity of managing various diverse storage systems or avoid being "locked" into a single hardware vendor. Provision storage automatically to meet the needs of the business. Improved storage management with no more "disk out of space" messages. Automated decision making and implementation against a defined set of criteria on how and when data should be archived. Able to implement service level agreements.	Storage Archiving Data De-Duplication Backups
3.1.13	Storage management to become the responsibility of one team.	Provides direction and clarity of roles & responsibilities that is currently lacking.	Formalising responsibility for storage to one team (Unix or Windows) will improve the service being provided to the business.	ICT Working practices.
3.1.14	All data owned by the council to be hosted in the SVN.	Data storage consolidated into a single environment. Backup and tape management costs eliminated. Able to restore files quickly.	Reduced RTO and RPO time frames. Use replication clients to stream data across WAN links.	ICT and User working practices. Archiving Data De-duplication

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.1.15	Grow tier-2 storage	More cost effective than tier-1 storage	Restrict growth in cooling and power needs as tier-2 storage needs less cooling (and thus less power).	Storage Archiving
3.1.16	Implement quotas for user storage	Cost containment through not having uncontrolled data growth. Running out of disk space impacts a single user, not the whole council.	Users manage their own storage.	ICT and User working practices. Storage Backups Archiving

Appendix B - Strategy for Client and Server hardware

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.2.1	Migrate to a virtualised desktop environment.	<p>Able to move seamlessly between any desktop client hardware within the council.</p> <p>Required if hot desks are to succeed in Marischal College.</p> <p>A major enabler to allowing flexible working due to weather, care issues, DR or Pandemic scenarios.</p> <p>Rapid deployment of existing applications to the user.</p> <p>Faster login</p> <p>Improved response for sites with limited bandwidth.</p> <p>Portable users able to access applications via GPRS based GSM technology.</p> <p>Improve the green credentials of the council by reducing waste.</p>	<p>Reduced desktop support costs. Typically vendors quote the ratio for desktop support technician to user rises from 1:100 to 1:1000 in a virtual desktop environment.</p> <p>Improved user satisfaction due to the increased desktop stability that will result from having the PC locked down.</p> <p>Client hardware refresh cycle extended thus able to considerably reduce PC replacement costs.</p> <p>As PC hardware fails, deploy Thin client hardware where possible thus reducing cost of replacing PCs in virtually all desktop situations.</p> <p>Able to manage and retain control of the whole desktop environment.</p> <p>Reduce image management and improve security.</p>	<p>Storage</p> <p>ICT and user working practices.</p> <p>Marischal College</p> <p>Smart working</p> <p>Application performance</p> <p>Training</p>
3.2.2	Reduce the number of different types of hardware supported.	Reduced costs when looking at TCO.	<p>Reduced support costs.</p> <p>Easier to maintain and support the client infrastructure if a restricted hardware portfolio is deployed.</p>	ICT procurement
3.2.3	Concurrent PC and telephone handset login	<p>Quicker setup of hot desk area.</p> <p>Telephone automatically associated with PC being used.</p>	Reduced support need for users moving within the organisation.	Marischal College

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.2.4	Deploy smartcard technology for login and data encryption	Single login functionality. Ability to print at any printer.	Able to better protect sensitive files. Improved security using two factor authentication.	User working practices. Marischal College ICT Security Policy. Training
3.2.5	Review deployment of thin client laptops.	Reduced support costs and improved performance for WiFi and GPRS connectivity. Using "computer on a stick" shall enable users to run Office type products on a thin client when they don't have access to the internet.	Reduced support needs. All data stored centrally which means reduced security or backup concerns.	ICT procurement User working practices.
3.2.6	Consideration of Open Source operating and virtual desktop software alongside proprietary solutions	No licence costs. Falls in line with central government guide lines.	Alternative to migration from XP to Windows 7.	Application compatibility and performance.
3.2.7	Continue the virtualisation of the servers and extend across two locations.	A key enabler for increased availability. Potential to reduced power costs through the implementation of more efficient hardware and innovative software features.	Able to perform patching and upgrades without taking systems off line. Able to load share and deactivate servers with low utilisation during the night and at weekends. DR can be rapidly activated (if not seamlessly).	Disaster recovery requirement. Infrastructure requirements.
3.2.8	Migrate from Unix / Solaris environment to a clustered Intel / Linux environment.	A key enabler for increased availability. Reduced costs for licences, maintenance and support. Improved database response. Faster delivery of new systems.	Reduced support costs.	Application compatibility and performance.
3.2.9	Cluster databases	Reduced maintenance costs. Higher availability and increased reliability	Reduced support costs.	Disaster Recovery Requirement.
3.2.10	Expand deployment of blade technology in the virtual environment.	Faster provisioning of new systems	Reduced TCO. Less demand on space requirements.	Computer room (s) floor space and power needs.

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.2.11	Leverage Hardware assisted virtualisation	Reduce costs as fewer servers required to provide virtualised environment	Eliminate bottlenecks that exist with virtual machine performance.	Application compatibility and performance.
3.2.12	Allow self service provisioning for virtualised server environments	Able to start up test and training environments without waiting for ICT.	Reduce TCO Streamline virtual server deployments.	ICT working practices.
3.2.13	Consideration of Open Source server operating software alongside proprietary solutions.	No licence costs. Falls in line with central government guide lines.	Reduction in licence costs (impacts revenue bottom line)	Application compatibility and performance.
3.2.14	Deploy virtualisation monitoring tools		Provides system monitoring. Set policies for virtual machine deployment, security, configuration and resource optimization. Policies can be enforced for identifying and decommissioning virtual machines that may no longer be needed and to make sure Virtual Machines are still running at optimal levels from a resource standpoint.	ICT working practices.
3.2.15	Establish Service Level Agreements for the virtual environment	Business knows what to expect and what they are paying for.	Differentiates “wants” from “needs” as users pay for the support they need.	ICT working practices and user expectations.
3.2.16	Use the “smart print” technology	Able to print at any printer when required. Less user frustration when a printer goes faulty. Reduced carbon foot print due to less wastage etc. Improved security as prints are not left at a printer awaiting collection.	Remove the support need to setup users with specific printer(s).	User working practices.

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.2.17	"Just in time" training	Training targeted where it is required, when it is required. Use of floor walkers immediately after migration will address post migration issues and improve the training programme.	Reduced helpdesk and support calls.	User expectations Council ICT training open to all.

Appendix C - Strategy for Connectivity

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.3.1	Diverse routing	Key enabler for higher availability of ICT services.	No single point of failure in the LAN. No single point of failure in the WAN.	RTO Data Centre(s) Disaster Recovery and availability.
3.3.2	WiFi WAN connectivity	Reduced revenue costs due to moving away from leased lines between council offices.	Reduced line rental and installation costs. Able to re use Wifi hardware for other locations.	Data Centre(s) Virtual Desktop Infrastructure. Application Response
3.3.3	Consolidate to a single manufacturer for the core and a single edge for workgroup switching.	Reduced capital spending.	Improve negotiation strength. Avoid vendor lock-in. Improved operational processes.	ICT procurement
3.3.4	All LAN edge hardware to be Power over Ethernet enabled.	Increased ease and flexibility to move people within and between council buildings.	Reduced support costs. Improved service to users.	Marischal College
3.3.5	Acceleration and optimization.	Better performance on remote office links without increasing revenue costs.	Defers the time when an increase in the bandwidth to remote sites has to be invoked. Improved performance for applications where latency is a problem on WAN links.	Data Centre Wireless rather than wired connectivity between offices.
3.3.6	High speed meshed WiFi within council buildings	Providing more bandwidth for those using WiFi within council offices. Reduced costs through using the internal network to route calls.	802.11n technology provides increased bandwidth. Use WiFi for voice as well as council and guest laptop use.	
3.3.7	Migrate to IP voice	Ability to move people easily and quickly. Improved voice connectivity for remote and home working with users able to work from any location.	Reduced support costs and faster moves and changes.	Marischal College
3.3.8	Consolidate to a single Telephone exchange manufacturer with a high availability system.	Failure of main site doesn't impact core telephony service. Other sites can be used for fall-back.	Reduced support costs. Reduced complexity by only interconnecting between one manufacturer's hardware.	Marischal College ICT Procurement

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.3.9	Corporate contact centre (including switchboard and RCC) to be embedded within the telephony system.	Reduced maintenance costs.	Support costs reduced using a single system.	Customer Service Strategy.
3.3.10	Soft phone technology and streamlined handset	Reduced costs through using simpler (i.e. cheaper) phones. Increased productivity for those who are working from home or away from their desk.	Easier to support and provision. Potential cost reduction if using Open Source vs traditional licensing model. Reduced "Toy envy" syndrome.	Marischal College User working practices.
3.3.11	Skills based routing and presence management	Able to identify if a subject expert is available and if not, identify those who have the relevant skills set.		Customer Service Strategy.
3.3.12	Unified Messaging	Voicemails and fax-mails can be forwarded to an email server so that messages can be received on a workstation. Enable email to be sent as voice message to a telephone or mobile handset.		Smart working
3.3.13	Improved Video and Audio conferencing facilities	Reduce unproductive travel time between council offices and key suppliers. Reduce costs by providing an internal audio conferencing facility for more than three participants.		Marischal College User working practices.
3.3.14	Standards based voice interconnectivity between all sites.	Improved interoperability and telephony functionality between sites.	Session Initiated protocol and session management enable a much richer set of telephony features to be provided for users.	

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.3.1 5	Standardise on Mobile devices from RIM (Blackberry) or other PDA manufacturer and single middleware solution.	Reduced support needs. Ability to focus on providing “thin services” via one device type. One device can be used for I-world, Confirm and Consilium etc. Ensures same look / feel for mobile applications which reduces staff training needs.	Support costs reduced with only one type of device and middle software to be maintained and developed.	ICT procurement User working practices.
3.3.1 6	Laptops and Notebooks supplied from a single manufacturer.	Reduced support costs. Quicker deployment of applications. Increased laptop stability. Reviewed on an eighteen month / two year basis to leverage competitive advantages.	Reducing the hardware type reduces the overall support cost for laptops and notebooks. Able to make “thin” to further reduce support costs. Increased security.	ICT procurement
3.3.1 7	Deploy connectivity monitoring tools.	Reduce instances of congestion between sites by identifying them in the early stages before service is impacted.	Improved ability to track and resolve connectivity related issues before they impact service. Improved service to customers	ICT working practices

Appendix D - Strategy for Applications

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.4.1	Implement a common data standard and then a common input approach.	Improved data consistency.	Quicker and easier report development.	User awareness and working practices.
3.4.2	Data cleansing to ensure unique data is held.	Removes confusion when dealing with data.		Storage
3.4.3	Applications to support E-GIF, OSIAF and other government standards.	Ease of integration with government organisations, local authorities etc.	Reduced effort to integrate applications.	ICT and user awareness.
3.4.4	Common middleware to interlink systems.	Quicker and easier system inter-connection.	Reduced costs No more development of point-to-point links on a system by system basis.	
3.4.5	Reduce the database portfolio.	Reduces duplicated input into separate databases.	Reduced effort in linking between various databases. Reduced support costs by consolidating the number of database management systems supported.	User awareness and working practices.
3.4.6	Consolidate the applications that are used within the council.	Deliver projects faster by reusing applications. Reduce the number of databases used. Reduced maintenance and licence costs.	Reduced support costs.	User working practices and awareness. Training
3.4.7	Only Oracle and SQL Server database management systems shall be supported and to remain no more than one behind the current version.	Faster deployment of new applications that use industry standard databases.	Reduced support costs that occur as a result of maintaining a diverse range of databases and of software versions.	ICT procurement ICT and user awareness and working practices.
3.4.8	Improved availability and ability to recover from database or related hardware issues.	Increased availability of Oracle and SQL based systems. Minimal impact for system outages (log off, log on required).	Auto transfer for users between databases. Servers hosting Oracle and SQL server can be removed without impact for users.	

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.4.9	No customisation of applications.	Increased stability of applications. Existing business processes are challenged to make them more effective.	Reduced support costs.	ICT and user awareness and working practices.
3.4.10	Consideration of Open Source business software alongside proprietary solutions.	No licence costs. Falls in line with central government guide lines.	Significant reduction in licence costs.	User working practices.
3.4.11	Application development tools to be streamlined to the market leading products.	Quicker development of applications.	Reduced support costs	
3.4.12	Web based application development	Faster deployment of applications to the desktop.	Removed need to deploy and maintain thus reduced support costs.	
3.4.13	Existing Access applications to be converted to run time.	Reduction in niche Access systems.	Reduced support costs.	User awareness and working practices. Training
3.4.14	Business Objects shall be the reporting tool.	Quicker development of reports.	Reduced support costs.	
3.4.15	Open Source office productivity suite to replace Microsoft office	Open Source has no, or greatly reduced, licence costs. In line with central government strategic push to use Open Source technology where appropriate.	Significantly reduced revenue costs.	User working practices. Training Storage
3.4.16	Migration to email being provided via Software as a Service (SaaS)	Reduced costs through easier integration. Pay for what is used (per mail box per month) Instant Disaster Recovery (under SaaS option).	Reduced capital and revenue costs. Quicker and more robust application integration.	User awareness and working practices. Training Storage Backups and Archiving.

Ref	Strategic Direction	Business Benefits	ICT Benefits	Inter-Dependencies
3.4.17	Deploy Collaboration tools and web 2.0 technology (webex, IM, Wiki's, video casts, sharepoint, blogging, RSS feeds)	Reduce travel costs and make meetings more effective with larger participation. Able to communicate easier and more easily and effectively with internal and external users.		User awareness Training
3.4.18	Carbon control software on end devices.	Able to reduce energy consumption and measure the reduction in the carbon foot print generated by workstations within the council.		User awareness
3.4.19	Just in time training using CBT, floor walker and reviewing of helpdesk calls.	Training tailored to meet the user needs as they occur. Increased productivity.	Reduced helpdesk calls. Targeted training delivered where it makes an impact.	User awareness Training

Glossary

Acronym	Definition
802.11n	Ratified in 2009, this is the standard for wireless radio systems that provide 600Mbps throughput, compared with 54Mbps throughput from older standards such as 802.11g.
CCTV	Closed-circuit television is the use of video cameras to transmit a signal to a specific place, on a limited set of monitors.
DR	Disaster recovery is the process, policies and procedures related to preparing for recovery or continuation of technology infrastructure critical to an organisation after a natural or human-induced disaster.
E-GIF	The UK eGovernment Interoperability Framework to enable the seamless flow of information across government / Public Service Organisations.
ERP	Enterprise resource planning (ERP) is a company-wide computer software system used to manage and coordinate all the resources, information and functions of a business from shared data stores.
FC	Fibre Channel, or FC, is a gigabit-speed network technology primarily used for storage networking. It has become the standard connection type for storage area networks (SAN) in enterprise storage. Despite its name, Fibre Channel signalling can run on both twisted pair copper wire and fibre-optic cables.
Floor Walkers	Deliver training just in time for users. Predominately used as part of a migration process and usually consists of the trainers who have just delivered the training. Reduces the impact on the helpdesk and allows training programme to be modified to reflect actual problems and user experiences.
GPRS	Global Packet Radio System. Service provided by GSM phones to allow internet type access.
GSM	Group Special Mobile (standard for European cell phone communication).
HA	High availability is a system design protocol and associated implementation that ensures a certain degree of operational continuity during a given measurement period.
Intel	Trade name for a hardware processor.
IP	Internet Protocol
LAN	Local Area Network. Any network connection, in the council's case, that is considered to be supplied internally.
Linux	An operating system that is Open Source (Redhat and SUSE are common variants).
OIL	Online Interactive Training – ACC computer based training system
Open Source	Community based software packages written by the community for the community.
OSIAF	The standards and specifications to be used by the Scottish public sector which provides a Scottish framework for developing and approving interoperability specifications that support the delivery of electronic public services.
PABX	A PABX is a Private Automatic telephone exchange that serves a particular business or office, as opposed to one that a common carrier or telephone company operates for many businesses or for the general public.
PC	Personal Computer

Acronym	Definition
PDA	A personal digital assistant (PDA) is a handheld computer, also known as a palmtop computer. PDAs commonly have colour screens and audio capabilities, enabling them to be used as mobile phones (smart phones), web browsers, or portable media players. Many PDAs can access the Internet, intranets or extranets via Wi-Fi, or Wireless Wide Area Networks (WWANs). Many PDAs employ touch screen technology.
PSTN	Public Switched Telephone Network. These are traditional voice connections from private enterprises to Telcos.
RAC	Oracle Real Application Clusters (Oracle RAC) enables a single database to run across a cluster of servers, providing fault tolerance, performance and scalability.
RFP	Request for Proposal
RPO	The Recovery Point Objective (RPO) is the point in time to which you must recover data as defined by your organisation. This is generally a definition of what an organisation determines is an "acceptable loss" in a disaster situation. If the RPO of a company is 2 hours and the time it takes to get the data back into production is 5 hours, the RPO is still 2 hours. Based on this RPO the data must be restored to within 2 hours of the disaster.
RTO	The Recovery Time Objective (RTO) is the duration of time and a service level within which a business process must be restored after a disaster (or disruption) in order to avoid unacceptable consequences associated with a break in business continuity
SAS	Serial Attached SCSI (SAS) moves data to and from computer storage devices such as hard drives and tape drives. SAS depends on a point-to-point serial protocol that replaces the parallel SCSI bus technology that first appeared in the mid 1980s
SATA	The serial ATA , or SATA computer bus, is a storage-interface for connecting host bus adapters to mass storage devices such as hard disk drives and optical drives.
SCSI	Small Computer System Interface, or SCSI (pronounced <i>scuzzy</i>), is a set of standards for physically connecting and transferring data between computers and peripheral devices
Snapshot	Ability to recover data or files that have not yet been backed up or archived.
Soft phone	A piece of software that runs on a workstation that enables the user to make and receive calls.
SOI	Service Orientation Infrastructure main benefits include increased utilisation of individual resources (meaning lower total cost of ownership) and increased service-levels as applications do not depend on the availability of any individual resource, but may use any one resource available in the pool.
Solaris	Software used on top of the UNIX operating system.
SQL	SQL (Structured Query Language) is a database computer language designed for managing data in relational database management systems (RDBMS). Its scope includes data query and update, schema creation and modification, and data access control. It has become the most widely used language for relational databases.
SSD	A solid-state drive (SSD) is a data storage device that uses solid-state memory to store persistent data.

Acronym	Definition
SVN	A Storage Virtual Network (SVN) is the result of completely abstracting logical storage from physical storage. The physical storage resources are aggregated into storage pools, from which the logical storage is created. It presents to the user a logical space for data storage and transparently handles the process of mapping it to the actual physical location. This is currently implemented inside each modern disk array, using a vendor's proprietary solution. However, the goal is to virtualise multiple disk arrays, made by different vendors, scattered over the network, into a single monolithic storage device, which can be managed uniformly
TCO	Total Cost of Ownership for a defined period of time. Includes purchase, maintenance and support costs and shows the true cost of hardware or software systems.
UNIX	An operating system
VC	Video Conferencing
VoIP	Voice over Internet Protocol
VPN	Virtual Private Network. The ability for remote locations to appear as if they were actually part of the council's data network.
WAN	Wide Area Network. Any network connection, in the council's case, that is not considered to be internally supplied.
WiFi	Trademark of the Wi-Fi Alliance for certified products based on the IEEE 802.11 standards. This certification warrants interoperability between different wireless devices.

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ABERDEEN CITY COUNCIL

COMMITTEE	Corporate Policy and Performance
DATE	4 th March 2010
DIRECTOR	Stewart Carruth
TITLE OF REPORT	Internet Access – review of prior six months
REPORT NUMBER	CG/10/041

1. PURPOSE OF REPORT

This report provides Members with their requested review of internet access in the six month period from the committee decision to provide internet access to staff and members on the basis of controlled access using technological methods. This method provides a means of making manageable the reporting of transgressions of the agreed access.

2. RECOMMENDATION(S)

Members are asked to note the review on internet access in the past 6 months.

3. FINANCIAL IMPLICATIONS

This report has no financial implications.

4. SERVICE & COMMUNITY IMPACT

The core service impact issue is the need to have available the data required by Services to conduct their business; to hold that data securely; and to use that data as per the governing regulations permit.

5. OTHER IMPLICATIONS

The implications of not properly controlling the Council's ICT infrastructure and use of that facility are many. The fact that the ICT infrastructure holds and controls access to the data the Council holds in trust and uses daily means that any transgression will have implications for the Council as determined by the relevant Acts.

6. REPORT

6.1 Access for Aberdeen City Council employees and Members to the internet while at work has the following controls in place. The control on access to the internet is achieved by technological methods.

- Employees and Members – certain internet sites are not accessible by anybody. These blocked sites are detailed in the ICT Acceptable use Policy and include gambling sites; adult / sexually explicit sites, etc.
- Members have no further restrictions placed on their internet access.
- Employees, unless their line manager authorises differently, have access to all unblocked sites between the hours of 12:00 to 14:00 hours and 16:00 to 18:30 hours (non core hours) Monday to Friday.

6.2 The committee asked to receive a review of internet access in the six month period from their decision on the provision of internet access to staff and members. This report provides that review.

6.3 The review is based on the demand for bandwidth and the sources of that demand. Bandwidth is at the core of all internet access and is concerned with the ability to access the internet and the cost to the Council of doing so. Therefore there is a balance sought between providing sufficient bandwidth for efficient operating and managing that cost.

6.4 The sources of the demand for the purposes of this report are concerned with authorised access and non authorised access. Non authorised access is deemed to be attempted access to blocked sites be that in core or non core hours.

6.5 Within the non authorised access there is a significant potential for accidental attempted access. This will arise from the likes of URL links and embedded images in emails, such as a user receiving an email from Ebay; from adverts and pop ups that the user does not seek but are delivered to their email address due to a authorised access.

6.6 It is possible to determine where non authorised access is likely to be deliberate, so not of the accidental nature described above. These incidents are referred to as transgressions and are always followed up on.

Overview of access to internet in the past 6 months

6.7 The overview that emerges from the last six months is that during core-hours the top 10 categories of connection are to trusted sites, Search Engines, News, Reference, Adverts & popups, Government, Business, Education and Computing & Internet and infrastructure sites. This is what would be expected for normal business usage.

6.8 There is an increase in bandwidth demand in the non-core hours for the shopping, travel and entertainment website categories. The shopping and travel sites regularly feature in top 10 categories in non core hours.

- 6.9 What is interesting here is that the increase in access to shopping, travel and entertainment website categories also increases in non core hours for those users who have authorised access to these sites for work reasons and therefore can access these sites in core hours. This seems to be highlighting that users are observing the terms of their authorised access in their use of the internet.
- 6.10 More specific detail on the access in the past 6 months is:
- www.news.bbc.co.uk is consistently in the top 3 site connections both in core hours and non-core hours. Search engines such as Google also consistently appear in the top 3 connections.
 - During September 2009 the web site planning.aberdeencity.gov.uk was the top site connection due to live implementation of online planning applications. In putting the online site live there would have been multiple connections by staff uploading and checking the site before the live date. All would have been noted as bandwidth demand.
 - Access to Council business applications such as Covalent, Registration for Births Marriages and Deaths, PECOS and the Council's own website consistently feature in the top 20 sites during core hours.
 - During non-core hours the activity shifts to sites which are restricted in core hours such as www.eveningexpress.co.uk, www.pressandjournal.co.uk, www.aspc.co.uk, www.boxofficeaberdeen.com, Ebay and shopping sites Debenhams, Tesco and Argos etc.
 - This is the pattern of activity between 12:00 and 14:00. There are differing activities after 16:00. In October the top site after 16:00 was site www.colonypark.org.uk the website of a Juvenile Football club in Inverurie. While in January the top site after 16:00 was www.fsmilkround.com the postgraduate website FS=Further Student. Neither of these sites features in top 100 in any other month.
- 6.11 Over the past 6 months there has been attempted non authorised access. As noted above a significant proportion of this is accidental access and not always known about or driven by the staff member or Elected Member.
- 6.12 Surfcontrol internet filtering is set to block access to the categories of sites deemed not to be accessible by anybody. Reports show that adverts and popups is consistently the top category of connection being blocked during core and non-core hours. These are blocked to prevent undesired cookies, viruses, Adware and Spyware from being downloaded to the Council's network.
- 6.13 However the accidental access does not explain all attempts to access blocked sites. There are still a significant number of attempts on blocked

sites daily, with shopping, unauthorised downloads, entertainment, travel, media, video sharing sites and social networking sites all being targeted for access. This access is being sought in core hours.

- 6.14 Further in both core and non core hours there are still attempts to access sites that have been deemed as not accessible for anybody.

Transgressions

- 6.15 Where it can be determined that either the access being sought is to a banned site or the access is not accidental access there must be action.
- 6.16 In the past 6 months there have been 16 incidents where staff members have been investigated and action taken in respect of non authorised internet access.

Service initiated - Total of 5 cases

Housing and Environment – 4 cases
Corporate Governance – 1 case

SDD initiated – Total of 11 cases

Enterprise, Planning and Infrastructure – 5 cases
Housing and Environment – 2 cases
Education, Culture and Sport – 1 case
Corporate Governance – 2 cases
Social Care and Wellbeing – 1 case

6.17 Summary

In general terms the demand and therefore the call on bandwidth and associated cost has not differed from the established pattern of internet use.

In respect of the source of demand on bandwidth then it is evident that the majority of staff are observing the agreed terms of access.

However there are still a number of staff that do not adhere to the agreed policy and action is being taken in these specific cases.

Equally it is evident that the use of Surfcontrol and application of managed access is ensuring that the infrastructure as a whole is protected.

7. REPORT AUTHOR DETAILS

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8. BACKGROUND PAPERS

There are none for this report.

ABERDEEN CITY COUNCIL

COMMITTEE	Corporate Policy and Performance
DATE	4 th March 2010
DIRECTOR	Stewart Carruth
TITLE OF REPORT	Corporate Freedom of Information Policy
REPORT NUMBER:	CG/10/015

1. PURPOSE OF REPORT

To seek Committee approval for a Corporate Freedom of Information Policy, and related Procedures as covered in the report.

2. RECOMMENDATION(S)

2.1 To approve the Corporate Freedom of Information Policy, and Staff Handling Procedure.

2.2 To note that the City Solicitor will issue further information and guidance documents in support of the Policy and in particular a separate guidance note for Members.

3. FINANCIAL IMPLICATIONS

Under the Freedom of Information (Scotland) Act 2002 ("FOISA") the Council is permitted to charge for information in certain (limited) circumstances. A separate paper on the fee structure for requests will be presented to Committee for approval in the near future. However, the Committee needs to be aware that compliance with requests under FOISA, across the Council, has a direct impact on resources in terms of the staff time spent on retrieving, collating, managing requests and advising and communicating with other services, FOI Enquiries, Legal Services and applicants.

This is demonstrated by the level of requests which are being made:

2005 - 603
2006 - 562
2007 - 451
2008 - 720
2009 - 925

There are 2 members of staff who work in the FOI Enquiries Team. The team deals with approximately 17 enquiries per week per member of staff. Most requests received have multiple questions (20 not being infrequent), and this volume is expected to rise as public awareness of the Act increases. This is in addition to the significant amount of work that is undertaken by Services when responding to requests.

4. SERVICE & COMMUNITY IMPACT

The Council is committed to openness and transparency. This Policy formalises the statutory basis for these qualities, and will provide the public with an expectation against which the Council's performance may be measured. The Council is committed to "advocate and practice honest and open government, and give the public full access to information."

See attached for details of Equality and Human Rights Impact Assessment Form.

5. OTHER IMPLICATIONS

Failure to correctly comply with FOISA and Records Management standards could leave the Council exposed to enforcement by the Scottish Information Commissioner, legal action and/or reputational damage.

The Policy and related procedures should be read with existing ICT Security, Data Protection and Records Management policies.

6. REPORT

In December 2004 and January 2005, a comprehensive draft policy was produced which mirrored the scope of the legislation, which came into effect on 1st January 2005. However, that policy was never formally approved. At the same time, a 'How to' procedure, along with a staff handbook was created and put on the Zone. These guidance documents reinforced the content of the draft policy and any training and briefings which were drafted and delivered were also compliant.

A copy of the updated Policy is attached for approval and copies of the Staff Handling Procedures have been placed within the Member's library.

Once approved, the updated Policy will be uploaded to both the Council website and the intranet ("the Zone") and the Procedures will appear on "the Zone". Hard copies of all documents will also be sent to all Heads of Service, Data Protection Liaison Officers and Freedom of Information (Scotland) Act 2002 Liaison Officers for their information. Statements advising that the Policy and Procedures have been updated will be placed into Citylife.


Members should note the Scottish Information Commissioner is to conduct an Assessment (Inspection) of FOISA compliance across the Council on 22nd and 23rd February 2010. The outcome of that assessment will be presented to a subsequent Committee.

7. REPORT AUTHOR DETAILS

Caroline Anderson

Records Manager

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 01224 (52)2521

8. BACKGROUND PAPERS

Corporate Freedom of Information Policy

Equalities and Human Rights Impact Assessment Form

Staff Handling Procedure

Vibrant, Dynamic & Forward Looking



CORPORATE POLICY

FREEDOM OF INFORMATION

Date Created:	January 2010
Version:	1
Review Date:	January 2013
Author (s) of Document:	Caroline Anderson, Records Manager
Changes:	Reviewed, amended – January 2010 Submitted to Corporate Policy and Resources Committee 4 th March 2010

INTRODUCTION

Aberdeen City Council (“the Council”) is required by The Freedom of Information Scotland Act 2002 (“FOISA”) to provide the public with a legal right to access any recorded information held by the Council subject to certain exemptions. This policy is designed to provide the policy framework through which the Council can embrace a culture of openness and accountability in line with the provisions and requirements of FOISA. Failure to comply may result in punitive action by the Scottish Information Commissioner and reputational damage to the Council.

SCOPE

Overall responsibility within the Council for ensuring adherence to the FOISA lies with the Chief Executive and is devolved to Directors, Heads of Service, Managers and individual members of staff. All Line Managers should ensure that staff clearly understand FOISA responsibilities and follow all guidance and procedures relating to its legal adherence. The City Solicitor monitors compliance with FOISA in her capacity as Monitoring Officer.

This Policy applies to all staff in relation to:

- the records they create (whether electronic or manual), receive or maintain on behalf of the Council
- all recorded information held by the Council regardless of format
- all council services including those contracted out to 3rd parties.

POLICY STATEMENT

This Policy represents a statement of intent that will:

- Form the basis of the Council’s FOISA Strategy
- Define FOISA as a specific corporate function
- Describe the framework for the management of all FOISA requests throughout their lifecycle; through to their legal conclusion
- Provide all staff with clear guidelines and procedures to implement the FOISA Policy.

GOVERNANCE

This policy will demonstrate the Council's commitment to work within the spirit of FOISA, its related Regulations and Codes of Practice. This policy should be interpreted in conjunction with the Records Management, Data Protection, Environmental Information Regulations and ICT Security Policies that together provide the framework for governing recorded information. The Council will:

- Ensure that, where appropriate, more information will be published through its publication scheme and on its website;
- Handle all requests promptly and within the legal timeframe;
- Fairly apply the public interest test in cases where a qualified exemption applies;
- Make employees and contractors aware that it is an offence to prevent disclosure by altering, defacing, blocking, erasing, destroying or concealing any record.

Where valid exemptions apply to an FOISA request i.e. Data Protection, confidentiality, protection of commercial interests, the Council will state the reasons why it has withheld all or part of the information.

Directorates

Directors are responsible for:

- Assigning an FOISA Liaison Officer ("FOILO") to provide advice and assistance to their Service and work alongside the FOI Enquiries Team in implementing and maintaining FOISA compliance as appropriate for each Service area,
- Ensuring that all FOISA procedures and guidance are adhered to and FOISA compliance is monitored.
- A FOILO representing a Head of Service and their related areas of work
- Retaining executive authority within their business area with respect to FOISA compliance
- Monitoring and evaluating quarterly statistical reports on FOISA request compliance activities
- Addressing non-adherence to this Policy by their staff. Where non-adherence by ACC staff or elected Members is as a result of insufficient training in Data Protection matters, training needs must be addressed on an urgent basis.

FOILO's

All FOILO's should:

- Work with the FOI Enquiries Team and their Service to ensure the information requested is provided and,
- Participate in regular training, planning and corporate FOISA meetings to monitor and evaluate FOISA compliance.

Staff

All staff and elected members should ensure that they are aware of this Policy, any Procedures or guidance documents made under it and who their Service FOILO contact is.

Training

The FOI Enquiries Team will, in consultation with Employee Development, establish an effective FOISA Training Programme for all staff. This will include:

- General awareness training at Induction level,
- Specialist tiered training for those involved in more complex FOISA requests e.g. FOISA Liaison Officers.
- Online training modules delivered via OIL on the Council's intranet.

The FOI Enquiries Team will also produce guidance notes, procedures, advice and support to assist the compliance and development of FOISA and Records Management systems in line with this Policy. The FOISA Staff Handling Procedures Handbook provides full details of the Act and the Council's obligations in adhering to it and this is available on the Office of the City Solicitor's homepage on the Zone.

The FOISA procedures will compliment and support the Records Management and Data Protection Policies and associated procedures.

APPROVAL OF POLICY

This policy will be reviewed annually to take account of any changes in the law and subsequent procedure, or immediately following any substantial legislative amendments, in the event of the Scottish Information Commissioner issuing further guidance or court decisions affecting FOISA legislation.

Equality and Human Rights Impact Assessment - the Form

There are separate guidance notes to accompany this form – “Equality and Human Rights Impact Assessment – the Guide.” Please use these guidance notes as you complete this form. Throughout the form, proposal refers to policy, strategy, plan, procedure or report.

STEP 1: Identify essential information

1. Name of proposal.

Corporate Freedom of Information Policy

2. Officers completing this form.

Name	Designation	Service	Directorate
Caroline Anderson	Records Manager	City Solicitor	Corporate Governance

3. Date of Impact Assessment.

4th March 2010

4. When is the proposal next due for review?

4th March 2013

5. Identify the Lead Council Service and who else is involved in the delivery of this proposal. (for example other Council services or partner agencies)

The Archives and Records Management Service, Office of the City Solicitor, are leading this proposal, along with Freedom of Information Liaison Officers (FOILOs) representing all Heads of Service across the Council.

6. Please summarise this Equality and Human Rights Impact Assessment, (EHRIA). This must include any practical actions you intend to take / have taken to reduce, justify or remove any adverse negative impacts (if necessary continue on blank sheet of paper). **Please return to this question after completing EHRIA.**

As part of the statutory obligation on the Council to provide a 'right of access' to information to anyone requesting it under the Freedom of Information (Scotland) 2002 Act (FOISA), this policy will:

- Ensure that all staff across the organisation are aware and implement the policy and procedures to ensure consistency of delivery
- Ensure there are no breaches of this legal duty reducing the likelihood of technical breach, investigation by the Information Commissioner, legal action against the council and reputational damage
- Ensure that any individual is supported to access the information they require in the format requested, by reviewing the marketing strategy of FOISA and provide information that accessible to all communities.

7. Where will you publish the results of the Equality and Human Rights Impact Assessment? Tick all that apply.

- ✓ Summary of EHRIA will be published in committee report under section "Equality Impact Assessment"
- Full EHRIA will be attached to the committee report as an appendix
- ✓ Summary of EHRIA to be published on Council website within relevant service pages

STEP 2: Outline the aims of the proposal

8. What are the main aims of the proposal?

This policy will provide a robust framework for all council staff and elected members to ensure compliance with the Freedom of Information (Scotland) 2002 Act (FOISA) so that a person who requests it has the 'right to access' information held by the Council.

9. Who will benefit most from the proposal?

All individuals who make a request for information under FOISA.

10. Tell us if and how the proposal will increase equality of opportunity by permitting positive action to redress disadvantage?

FOISA specifically states that individuals be supported to access information. By implementing this policy and complying with the procedures which support it, the Council can ensure it complies with its legal obligations under FOISA.

11. What impact will the proposal have on promoting good relations and wider community cohesion?

The Council's duty to provide information under FOISA provides the opportunity for council staff to work collaboratively across Service areas, promoting cohesion across the organisation as well as promoting business transparency and openness across the wider public community.

STEP 3: Gather and consider evidence

12. What evidence is there to identify any potential positive or negative impacts in terms of consultation, research officer knowledge and experience, equality monitoring data, user feedback and other?

- Monthly/annual monitoring and evaluation of FOISA requests
- Year on year increase of FOISA requests 2005 – 603, 2009 – 925
- Quarterly meetings with all FOI Liaison Officers
- FOISA Reviews
- Specialised development of FOISA delivery – supporting those where appropriate to access the information they require, by telephone, face-to-face and email.

STEP 4: Assess likely impacts on equality strands

13. Which, if any, equality target groups and others could be affected positively or negatively by this proposal? Place the symbol in the relevant box.

(Positive +, neutral 0, - negative)

Equality Target Group					
Race*	+	Disability	+	Gender**	0
LGB***	0	Belief	0	Younger	+
Older	+	Others e.g. poverty	+		

* Race includes Gypsies/Travellers
 ** Gender includes women, men, Transgender
 *** LGB: Lesbian, Gay and Bisexual

14. Please detail the potential positive and/or negative impacts on the groups you have highlighted above? Detail the impacts and describe the groups affected.

Positive impacts (describe groups affected)	Negative Impacts (describe groups affected)
<p>Overall, this will have a positive impact on all groups as the aim of the policy is to make information more readily and easily accessible to the public.</p>	<p>There may still be negative impacts for some equality groups as they try to follow this procedure, for example, people with literacy challenges including Gypsies/Travellers, people with sensory, physical and learning disabilities and people whose first language is not English.</p> <p>Actions will be put in place to overcome these barriers, for example, use of Plain English, and if / when producing publicity material will include community languages.</p>

STEP 5: Apply the three key assessment tests for compliance assurance

15. Does this policy/procedure have the potential to interfere with an individual’s rights as set out in the Human Rights Act 1998? State which rights might be affected by ticking the appropriate box(es) and how. **If you answer “no”, go to question 19.**

- Article 3 – Right not to be subjected to torture, inhumane or degrading treatment or punishment
- Article 6 – Right to a fair and public hearing
- Article 8 – Right to respect for private and family life, home and correspondence
- Article 10 – freedom of expression
- Other article not listed above

How?

Article 10 of the HRA provides ‘a qualified right ‘to receive information and recognises that in some situations the right to receive information may be restricted. FOISA sets out the general right to access information however, information may be withheld by a public authority under FOISA where an exemption applies.

Legality

16. Where there is a potential negative impact is there a legal basis in the relevant domestic law?

Yes, FOISA sets out the right to access information which is balanced against the need, in certain circumstances for information to be withheld.

Legitimate aim

17. Is the aim of the policy a legitimate aim being served in terms of the relevant equality legislation or the Human Rights Act?

Yes, the policy reinforces the Council's duties and obligations under FOISA at a corporate level.

Proportionality

18. Is the impact of the policy proportionate to the legitimate aim being pursued? Is it the minimum necessary interference to achieve the legitimate aim?

Yes, the policy applies to all staff and elected members (in certain situations).

STEP 6: Monitor and review

19. How will you monitor the implementation of the proposal? (For example, customer satisfaction questionnaires)

- Monthly monitoring and evaluation of FOISA statistics
- Quarterly meetings with all FOI Liaison Officers
- FOISA Reviews
- Office of Scottish Information Commissioner Assessments (Inspection)

20. How will the results of this impact assessment and any further monitoring be used to develop the proposal?

All results will be used to inform the FOI Strategy and annual FOISA Action plan/future developments.

STEP 7 SIGN OFF

The final stage of the EHRIA is formally to sign off the document as being a complete, rigorous and robust assessment.

Person(s) completing the impact assessment.

Name	Date	Signature

Quality check: document has been checked by

Name	Date	Signature

Head of Service (Sign-off)

Name	Date	Signature

Now –

Please send a copy of your completed EHRIA together with the proposal to:

Head of Service
Community Planning and Regeneration,
Housing and Environment
Aberdeen City Council
St. Nicholas House
Broad Street
Aberdeen
AB10 1GZ

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ABERDEEN CITY COUNCIL

COMMITTEE	Corporate Policy and Performance
DATE	4 th March 2010
DIRECTOR	Stewart Carruth
TITLE OF REPORT	Corporate Records Management Policy
REPORT NUMBER:	CG/10/014

1. PURPOSE OF REPORT

To seek Committee approval for a Corporate Records Management Policy and related Procedures, as covered in the report.

2. RECOMMENDATION(S)

- 2.1 To approve the Corporate Records Management Policy and related Procedures.
- 2.2 To note that the City Solicitor will issue further information and guidance documents in support of the Policy.

3. FINANCIAL IMPLICATIONS

There is a need to review the operational delivery of the Records Management Service. This need will become more apparent with the conclusion of the Information Storage Audit currently being undertaken on behalf of ICT by Tribal in anticipation of the office relocation of 7 sites into Marischal College in May 2011. It may be necessary therefore to return to committee with the recommendations from this audit and decide how we continue to deliver a 'fit-for-purpose' Corporate Records Management Service and the associated financial implications.

4. SERVICE & COMMUNITY IMPACT

Compliance with the Corporate Records Management Policy and Procedures, and with the Council's legal obligations in relation to Freedom of Information (Scotland) Act 2002 ("FOISA"), will support the Council's objectives to offer Aberdeen Citizens prompt, seamless responses to their service needs while demonstrating business accountability and transparency through robust governance.

See attached for details of Equality and Human Rights Impact Assessment Form.

5. OTHER IMPLICATIONS

Adherence to the Records Management Policy and subsequent procedures will ensure legal compliance with FOISA, with best practice ISO 15489 and Legal Admissibility BS 10008. Failure to comply could leave the Council exposed to investigation by the Scottish Information Commissioner and could result in legal

action. It could also cause reputational damage as there may be no evidence (records) to demonstrate accountability or transparency in the Council's business decisions and operations.

The adoption of this policy and the supporting Corporate Retention Schedule will ensure that all staff are actively managing the Council's records in a confident and robust way, ensuring accountability and transparency of its business activities. It will also ensure environmental conditions for staff storing and retrieving records is risk assessed, that the records themselves are stored according to preservation standards and that the council is only paying for those records held for legal, business or historical purposes.

Staff must be aware of, and be able to, correctly implement the Policy and Procedures and understand how these relate to the ICT Security, Data Protection and Freedom of Information policies and reinforce these in relation to security of Information held on Council systems.

6. REPORT

This Policy proposal is a result of an outstanding recommendation made to the Standards and Scrutiny Committee by Henderson Loggie, which carried out the External Audit on Data Protection in 2008. Essentially, the requirement for this Policy is that all records in all formats be managed corporately through the Records Manager and that a retention schedule is developed and approved by committee, determining the lifecycle of all records, from their creation to their destruction, and that this be governed by the legal, business and historical requirements. A Records Management Policy would provide the framework in which the Council can be confident about their accountability and transparency of business activities and therefore compliance with FOISA and Data Protection legislation. Work is currently being undertaken on a Corporate Retention Schedule and this will be presented to Committee for approval later in the year.

Due to the procedural detail involved with processing the Records Management Policy, all Procedures are documented separately.


A copy of the updated Policy is attached and copies of the Procedures have been placed within the Member's library.

Once approved the updated Policy will be uploaded to both the Council website and the intranet ("the Zone") and the Procedures will appear on "the Zone". Hard copies of all documents will also be sent to all Heads of Service and Data Protection Liaison Officers and Freedom of Information (Scotland) Act Liaison Officers for their information. Statements advising that the Policy and Procedures have been updated will be placed into Citylife.

7. REPORT AUTHOR DETAILS

Caroline Anderson
Records Manager

 canderson@aberdeencity.gov.uk

 01224 (52)2521

8. BACKGROUND PAPERS

Corporate Records Management Policy

Equalities and Human Rights Impact Assessment Form

Records Management Procedures –
Records Appraisal
Retention and Disposal
Transfer to Archives
Destruction of Records

Vibrant, Dynamic & Forward Looking



CORPORATE POLICY RECORDS MANAGEMENT

Date Created:	January 2010
Version:	Draft V1
Author (s) of Document:	Caroline Anderson, Records Manager
Review:	January 2013
Changes:	Reviewed, amended – January 2010 Submitted to Corporate Policy and Performance Committee 4 th March 2010

INTRODUCTION

Aberdeen City Council (“the Council”) is dependent on its records to operate efficiently and account for its actions. This policy defines a structure for the Council to ensure adequate records are maintained, managed and controlled effectively and at best value, commensurate with legal, operational and information needs.

The management of records, whether in paper or electronic form, is critical to the ongoing business and legislative obligations of the Council. Compliance with the Freedom of Information (Scotland) Act 2002 (“FOISA”) will be assisted by having in place comprehensive records management arrangements. Failure to comply with FOISA may result in punitive action by the Scottish Information Commissioner and reputational damage to the authority.

SCOPE

Overall responsibility within the Council for ensuring proper maintenance of records and associated record keeping systems lies with the Chief Executive and is devolved to Directors, Heads of Service, Managers and individual members of staff. All Line Managers should ensure that staff clearly understand the Records Management Policy responsibilities and follow all guidance and procedures relating to record-keeping systems.

This Policy applies to all staff in relation to:

- the records they create, receive or maintain on behalf of the Council
- all records regardless of format
- all council services

POLICY STATEMENT

The policy represents a statement of intent that will

- Form the basis of the Council’s Records Management Strategy
- Define records management as a specific corporate function
- Describe the framework for the management of all records throughout their lifecycle; through to their ultimate disposal by destruction, or transfer to the Council’s Archive
- Provide all staff with clear guidelines and procedures to implement the Records Management Policy

GOVERNANCE

The policy together with the Records Retention Schedule provides the framework for internal governance of Council records throughout their lifecycle. It is important that the retention, disposal or final disposition of records is undertaken in accordance with the guidance of the FOISA S61 Code of Practice. The disposal and destruction of records will ultimately be subject to a documented appraisal procedure, which will promote consistency in identifying which records have been disposed of, and on whose authority. The Corporate Retention Schedule will be submitted for approval to Committee at a later stage.

Adherence to the Records Management Policy and Retention Schedules will facilitate compliance with other legislation such as Health and Safety, Employment, or Human Rights provisions, and with other areas of regulatory compliance such as Finance and Data Protection principles.

Directorates

Heads of Service are responsible for the implementation and maintenance of records management procedures across their Service areas. They are responsible for ensuring that the minimum standards required by the Policy are met and maintained.

Staff

All staff who create, receive and use records are responsible for managing those records in accordance with the guidance provided.

Training

The Records Management Service will, in consultation with Employee Development, establish an effective records management training programme. They will also provide guidelines, procedures and staff time to support the compliance and development of record-keeping systems in line with this Policy. This includes:

Records Management Procedures

- Records Appraisal
- Retention and Disposal
- Transfer to Archives
- Destruction of Records

Implementation of these records management procedures will complement and support the Freedom of Information and Data Protection Policy and Procedures, all of which can be found on the Office of City Solicitor web pages on the Zone.

APPROVAL OF POLICY

This policy will be reviewed annually in conjunction with the Council's Publication Scheme to ensure that it remains in step with legal requirements and best practice, and relevant to the Council's business needs.

Equality and Human Rights Impact Assessment - the Form

There are separate guidance notes to accompany this form – “Equality and Human Rights Impact Assessment – the Guide.” Please use these guidance notes as you complete this form. Throughout the form, proposal refers to policy, strategy, plan, procedure or report.

STEP 1: Identify essential information

1. Name of proposal.

Corporate Records Management Policy

2. Officers completing this form.

Name	Designation	Service	Directorate
Caroline Anderson	Records Management	City Solicitor	Corporate Governance

3. Date of Impact Assessment.

4th March 2010

4. When is the proposal next due for review?

4th March 2013

5. Identify the Lead Council Service and who else is involved in the delivery of this proposal. (for example other Council services or partner agencies)

The Archives and Records Management Service, the Office of the City Solicitor, are leading this proposal.

6. Please summarise this Equality and Human Rights Impact Assessment, (EHRIA). This must include any practical actions you intend to take / have taken to reduce, justify or remove any adverse negative impacts (if necessary continue on blank sheet of paper). **Please return to this question after completing EHRIA.**

Adherence to the Records Management Policy and subsequent procedures will ensure legal compliance with Freedom of Information (Scotland) 2002 Act, best practice ISO 15489 and Legal Admissibility BS 10008. Failure to comply could leave the Council exposed to investigation by the Information Commissioner and legal action. It could also cause reputational damage as there may be no evidence (records) to demonstrate accountability or transparency in the Council's business activities.

7. Where will you publish the results of the Equality and Human Rights Impact Assessment? Tick all that apply.

- Summary of EHRIA will be published in committee report under section "Equality Impact Assessment"
- Full EHRIA will be attached to the committee report as an appendix
- Summary of EHRIA to be published on Council website within relevant service pages

STEP 2: Outline the aims of the proposal

8. What are the main aims of the proposal?

The adoption of this policy and its Corporate Retention Schedule will ensure that all staff are actively managing the council's records in a confident and robust way, ensuring accountability and transparency of its business activities. It will also ensure environmental conditions for staff storing and retrieving records is risk assessed, that the records themselves are stored according to preservation standards, that records are destroyed securely, and that the council is only paying for those records held for legal, business or historical purposes.

9. Who will benefit most from the proposal?

- All council staff and Elected members
- All individuals accessing their right to Freedom of Information (Scotland) 2002 Act (FOISA).

10. Tell us if and how the proposal will increase equality of opportunity by permitting positive action to redress disadvantage?

The adoption of a Records Management Policy will ensure that the council can confidently process all records throughout their lifecycle; retrieve and account for records required to evidence decisions and operate their business in an open and transparent way, meeting FOISA compliance (i.e. individuals can access the information they request).

11. What impact will the proposal have on promoting good relations and wider community cohesion?

The Policy will ensure consistency of records management principles, using a robust records management framework across all services in the Council. All staff can be confident that they are adhering to their corporate responsibility for processing records and managing their business in an open and transparent way. Corporately, greater business cohesion and collaboration will ensure that the fundamental root of business is recorded and preserved to best value standards.

STEP 3: Gather and consider evidence

12. What evidence is there to identify any potential positive or negative impacts in terms of consultation, research officer knowledge and experience, equality monitoring data, user feedback and other?

- Monthly/annual monitoring and evaluation of Retention Schedule/records management cycle
- Quarterly meetings with all FOI Liaison Officers
- FOISA Reviews

STEP 4: Assess likely impacts on equality strands

13. Which, if any, equality target groups and others could be affected positively or negatively by this proposal? Place the symbol in the relevant box.

(Positive +, neutral 0, - negative)

Equality Target Group					
Race*	+	Disability	+	Gender**	0
LGB***	0	Belief	0	Younger	+
Older	+	Others e.g. poverty	+		

* Race includes Gypsies/Travellers

** Gender includes women, men, Transgender

*** LGB: Lesbian, Gay and Bisexual

14. Please detail the potential positive and/or negative impacts on the groups you have highlighted above? Detail the impacts and describe the groups affected.

Positive impacts (describe groups affected)	Negative Impacts (describe groups affected)
<p>Overall, this will have a positive impact on all groups as the aim of the policy is to make information more readily and easily accessible to the public.</p>	<p>There may still be negative impacts for some equality groups as they try to follow this procedure, for example, people with literacy challenges including Gypsies/Travellers, people with sensory, physical and learning disabilities and people whose first language is not English.</p> <p>Actions will be put in place to overcome these barriers, for example, use of Plain English, and if / when producing publicity material will include community languages.</p>

STEP 5: Apply the three key assessment tests for compliance assurance

15. Does this policy/procedure have the potential to interfere with an individual's rights as set out in the Human Rights Act 1998? State which rights might be affected by ticking the appropriate box(es) and how. **If you answer "no", go to question 19.**

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How?

Article 10 of the HRA provides 'a qualified right 'to receive information and recognises that in some situations the right to receive information may be restricted. FOISA sets out the general right to access information however, information may be withheld by a public authority under FOISA where an exemption applies.

Legality

16. Where there is a potential negative impact is there a legal basis in the relevant domestic law?

Yes, FOISA sets out the right to access information which is balanced against the need in certain circumstances for information to be withheld.

Legitimate aim

17. Is the aim of the policy a legitimate aim being served in terms of the relevant equality legislation or the Human Rights Act?

Yes, the policy reinforces the Council's duties and obligations under FOISA at a corporate level.

Proportionality

18. Is the impact of the policy proportionate to the legitimate aim being pursued? Is it the minimum necessary interference to achieve the legitimate aim?

Yes, the policy applies to all staff and elected members (in certain situations).

STEP 6: Monitor and review

19. How will you monitor the implementation of the proposal? (For example, customer satisfaction questionnaires)

Monitoring will be conducted through the processing of a corporate retention schedule via representatives from each Head of Service. This will ensure that all Services have a documented record of all their business activities and hold them according to legal, business or historical requirements, and that only those records required to be held are done so in the appropriate environment, destroyed in the appropriate way and therefore accounted for in a manner that conforms to records management standard ISO 15489 and Legal Admissibility BS 10008.

20. How will the results of this impact assessment and any further monitoring be used to develop the proposal?

All results will be used to inform the Records Management Strategy and annual Records Management Team Action plan/future developments.

STEP 7 SIGN OFF

The final stage of the EHRIA is formally to sign off the document as being a complete, rigorous and robust assessment.

Person(s) completing the impact assessment.

Name	Date	Signature

Quality check: document has been checked by

Name	Date	Signature
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Head of Service (Sign-off)

Name	Date	Signature

Now –

Please send a copy of your completed EHRIA together with the proposal to:

Head of Service
Community Planning and Regeneration,
Housing and Environment
Aberdeen City Council
St. Nicholas House
Broad Street
Aberdeen
AB10 1GZ

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Exempt information as described in paragraph(s) 6, 10 of Schedule 7A of the Local Government (Scotland) Act 1973.

Document is Restricted

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