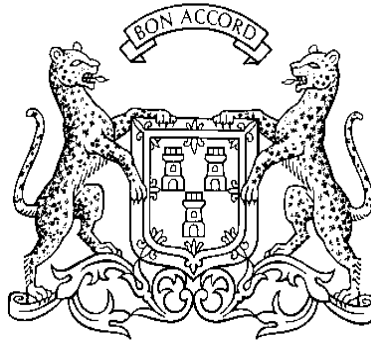


ABERDEEN CITY COUNCIL



***Joint Public Sector
ICT Working Group
(ICTWG)***

Initiation & Terms of Reference

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1. Introduction

1.1 Purpose

The purpose of this document is to set out the aims of the Joint Public Sector - ICT Sub-Group (known as the ICT Working Group (ICTWG)). The ICTWG will provide a forum for the joint development of new and existing ICT systems and infrastructure by creating an environment of interworking for the open exchange of ideas, user needs and research results. To ensure the long-term viability of ICT within the Public Sector, the ICTWG shall maintain a clear understanding of developments in user and citizen needs and technology opportunities. The ICTWG shall use these as a means to achieve the evolution of ICT within the sector and to promote more closely aligned joint working practices, which aim to deliver long-term tangible benefits.

1.2 Background

The Public Sector is responsible for the delivery of a wide range of services and is faced with the requirement to develop at an unprecedented pace, driven by the need to improve services, ever-increasing citizen expectations and Government demands. As part of this delivery process, the Public Sector is continually reviewing its vision for the 21st Century and is seeking to develop and implement business led programmes that will support the economic development of the area and provide better services to the citizens.

To provide continued focus for the achievement of these aspirations, the Joint Public Sector Group was established (along with specific Sub-Groups) including the ICTWG. Aberdeen City Council is working with the whole community and their partners in the wider public sector and voluntary and private sectors to face the challenges in a holistic way and have encapsulated this in the Aberdeen Futures vision. This vision commits ACC to work together and with the Community to achieve the vision.

1.3 Constitution and Membership

- The ICTWG is constituted as a co-operative working group to support the Community Planning process.
- The ICTWG will be a strategic group that will focus on a number of key priorities for closer working together, resources sharing, improved service provision and cost savings.
- Membership shall be open to all stakeholders involved in the development and implementation of ICT within the Public Sector¹ in Aberdeen City and Aberdeenshire.
- There are no subscriptions or other membership fees. Each member is responsible for funding its representatives' time, travel and other expenses and any other costs arising.
- Empowerment - all delegates are empowered by their relative organisations to commit resources and funds as required, subject to project by project discussion and confirmation of individual involvement.

1.4 Organisation

- **Joint Public Sector Group** - a Management Group, comprising of Chief Executives. The Joint Public Sector Group shall approve the Terms of Reference for the ICTWG Group and any changes to them, appoint/approve the ICTWG Chairperson; provide steering advice and direction to the Sub-Groups.

¹ Initially restricted to Public Sector organisations operating within the Aberdeen City Boundaries plus Aberdeenshire Council

- **Sub-Groups** are responsible for the day to day review, discussion, initiation and implementation of projects for the specific Functional Group (e.g. ICT; HR; Procurement; Property), under the auspices of, and reporting to, the Joint Public Sector Group.
- These **Sub-Groups** will co-opt specialist staff as required on to appropriate specific Task Teams under the chairmanship of a member of the Sub-Group, or designated Responsible Person from the Lead Partner, whose duty will be to report back to the Sub-Group.
- **Task Teams** (as necessary) will be established by the ICTWG to develop projects, advise on and prepare papers or research on specific matters of policy, specification, procedures, standards etc..
- **A Secretariat** resource will be appointed for the Sub-Group. For the duration of the ICTWG programme, ACC will provide this Secretariat role for the WG through the Client Services Unit. Task specific Work Groups administration and secretariat, will be defined as required, and will normally be provided from the Lead Partner resources.

2. Objectives

2.1 Business Objectives

Develop service models for public bodies where data standards, data sharing, communications and other related ICT systems, underpinned by a common infrastructure, support joint working and provide a range of access channels. ALL objectives must achieve real identifiable improvement and these would include but not be limited to:

- Develop joined-up, one-stop access to public services.
- Identify and share best practice through networking.
- Work together to drive up public service sector standards in agreed and specified areas.
- Working with partners to develop guidance on the establishment and development of customer focussed call and contact centres.
- Promote cultural change related to ICT strategies and function both within different public sector bodies and also across the public sector to maximise the service delivery benefits and develop templates for use in other parts of the public sector.

2.2 Functional Objectives

The ICTWG will:

- Operate primarily through holding meetings and developing documents to provide technical and operational guidance, but may also hold seminars, publish papers, undertake research studies, or conduct any other legitimate business necessary for the furtherance of its aims. Each member is expected to play their part in hosting meetings and providing time and facilities to contribute to the development, review and where relevant, the promulgation of documents, in print and electronic form.
- Encourage innovation and creativity in government especially relating to the provision of supporting technologies to attain the achievement of local and national targets for e-government.

2.3 Consultation Documents

The following documents have been used to identify the common aims and objectives for the Sub Group

- ACC – Aberdeen*utures*.
- ACC - Community Plan.
- Scottish Executive - Modernising Government/21st Century Government for Scotland.
- NHS Grampian - Strategy for IM&T and Health Informatics.
- Smart City Working Group (Report for Edinburgh Partnership Group).
- Joint Working Group Matrix (ICT Sub Group) – See Appendix B.
- MGF2 Bids.
- Digital Scotland.
- Imagine Aberdeen.
- You Said It.

2.4 Other Related Forums or Working Groups

The following Groups have also provided input, directly or indirectly, to the aims and objectives identified.

- Aberdeen City Alliance.
- Grampian IT Directors Club.

2.5 Project Management

The ICTWG has adopted a reporting structure based on PRINCE2 methodology, which will ensure that there are clear reporting lines in place, and that key decisions are made at the appropriate level. It also seeks to ensure that adequate and appropriate resources have been identified to provide the support required for any projects initiated under their guidance.

PRINCE2 envisages projects being progressed by a Project Team led by a Project Manger. The Project Manager, who reports to the Chairperson or Lead Partner Representative identified by the ICTWG, who will further report to the ICTWG, is given the authority to run the project on a day-to-day basis. The Project Manager has the responsibility to ensure the project produces the required outcome, to the right standard of quality, within the agreed time-scales.

3. Scope

3.1 Definition

The ICTWG will be a strategic group that will focus on a number of key priorities related to closer working together, resource sharing, improved service provision and cost savings. These are fully identified in Appendix B.

3.2 In Scope

All potential joint-working initiatives included, or subsequently approved and added to List defined in Appendix B.

3.3 Out of Scope

Any initiative not approved and detailed in Appendix B.

3.4 Constraints

Operational

- Any defined initiative detailed in Appendix B is dependent on the availability/dedication of relevant staff from the partners.

Budgetary

- It is assumed that all Stakeholders will provide the required commitment to the Project.

3.5 Assumptions

- Though it is unlikely that this phase of the project will require any major funding, it is assumed that sufficient funding will be made available through the Joint Public Sector Group if required.
- It is assumed that sufficient staff resources to complete the project will be made available as and when required.

4. Opportunities

Opportunities -

- Review common business processes, and replacement, where necessary by more joined up working including procurement, common housing registers, incident data sharing, etc
- Identify and remove blockages that prevent the public sector from adopting modern management techniques, integrated call and service centres, joined up service delivery centres e.g. NHS & Social Work.
- Provision of information and administratively focused centres or one-stop shops, and interactive electronic access points including information kiosks involving one or more agency.
- Encourage the sharing of data, knowledge and resources to attain significant improvement to resources management including Data Storage, Disaster Recovery and Business Continuity.
- Put the customer/client at the centre and achieve active engagement of citizens and staff in leading and supporting these processes.
- Building communities - increased co-operation between partners e.g. better sharing of planning information.
- Improve inter-agency working to optimise usage of costly, difficult to recruit staff, etc.

5. Project Organisation Structure

As outlined in section 1.4 of this document there are a number of levels of management required to effect proper control over the project. The roles and responsibilities of the ICTWG and Task Teams are defined in the terms of reference shown below.

5.1 ICTWG Terms of Reference

1. Where appropriate, the ICTWG will be responsible for the ratification/sign off of key decisions and stages throughout any element of any Partner Approved Projects.
2. The ICTWG will ensure that proposals align with all relevant policies and strategies of Group Members and Audit requirements.
3. The ICTWG will further be responsible for ensuring that appropriate account is taken of developments within the wider public sector.
4. The ICTWG will be chaired initially by Jim Lamb - Assistant Director Client Services, Aberdeen City Council. (The Chairperson will assume all responsibilities of chairing the networking group and represent the ICTWG on Community Planning/Aberdeen City Alliance fora.)
5. The Chairperson will ensure that the ICTWG Sub-Group is so constituted to meet its obligations to the Joint Public Sector Working Group/The Aberdeen City Alliance. (see Appendices).
6. The ICTWG will meet as often as is deemed necessary by the Chairperson in consultation with other members of the Group.
7. The Minute Secretary will prepare an agenda and distribute it with relevant papers for each meeting, where possible, at least one week prior to the date of the meeting.
8. A Minute of each meeting of the Group will be produced and distributed to members of the ICTWG.
9. The main aims and objectives of the ICTWG will be to:
 - Discuss and initiate the ICT projects that will be of most benefit to the Community Planning process
 - Liase as necessary with other Joint Public Sector Sub-Groups to provide assistance and support in meeting a common goal
 - Monitor all aspects of the projects initiated through the Task Teams
 - To ensure the appropriate personnel are available to the Task Team.
 - Review and approve various documents as the process develops.
 - To assess Change Requests and make decisions as to their outcome.
 - To monitor deviations to the agreed projects and any Timetable and take appropriate corrective and preventive action as reported by the Lead Partner Representative, or Project Manager.
 - Ensure that progress takes appropriate account of developments within the wider public sector

- Liase with the specific Task Team(s) to provide clarification and further information throughout the process.
- Ensure the main Joint Public Sector Group is kept informed.
- Address Audit issues that may arise.
- Authorise Post-Implementation Reviews (PIR) as necessary.
- Ensure a proper legal basis for the long- term operation of each joint project.

5.2 Task Team - Terms of Reference

1. The Task Team will be responsible for managing and progressing of the project tasks.
2. The Task Team will be chaired by either the Lead Partner Representative or the Project Manager and consist of suitably qualified/experienced personnel from member organisations. The Task Teams will consist of Officers who have particular expertise in respect of the outcome to which the Team is aligned
3. The Task Teams will be aligned with specific elements that will comprise the desired Partnership Outcomes, and will have the responsibility of discussing proposals in respect of these Outcomes.
4. From the discussion phase, the Task Teams will provide input into the development of the Final Specification, along with detailed/documented findings resulting from an assessment of supplier proposals.
5. The Task Team will formulate a timetable to meet the requirements of each Project.
6. The Task Team will allocate the work to be done from the timetable and report progress to the ICTWG through the Lead Partner Representative.
7. The Task Team will ensure that all tasks are carried out timeously to meet the timetable.
8. Any deviations from the timetable will be reported to the ICTWG.
9. The Task Team will define resource requirements to complete the various stages of the project and report these requirements to the ICTWG.
10. The main aims and objectives of the Task Team will be to:
 - a) Co-ordinate the discussions phase, ensuring that protocols are adhered to, and a consistent approach is maintained.
 - b) Record meetings/communication in a consistent manner for the purposes of evaluation and provision of a clear audit trail.
 - c) Focus on the desired outcomes, formulate and document detailed evaluation criteria that will enable an assessment and comparison of differing approaches to achieving the same objectives.
 - d) Identify, process and manage documents/background material for the purposes of the evaluation of results of projects completed.
 - e) Formulate and document a clear perspective as to what is acceptable/suitable to the ICTWG as per the supplier proposals put forward to meet the respective Members outcomes.
 - f) Prepare Reports for submission to appropriate ICTWG.
 - g) Provide formal feedback to the ICTWG in respect of all partner and potential supplier discussions/communications.

5.4 Resolving Project Issues

For 'Off-Specifications', the Project Manager will try to resolve the problem within the stage and project tolerance margins. This may mean changes to the plan to include extra activities. Where correction of the 'Off-Specification' is not possible within tolerance levels, the Project Manager will follow the exception procedures.

The Project Manager will decide, after discussing with the Project Team, which Requests for Change, if any, should be implemented within the current stage plan constraints. Where the Project Manager feels unable to take the decision to implement the changes, the Project Issue should be referred to the ICTWG, who similarly may wish to revert to the JPSG.

5.5 Organigram

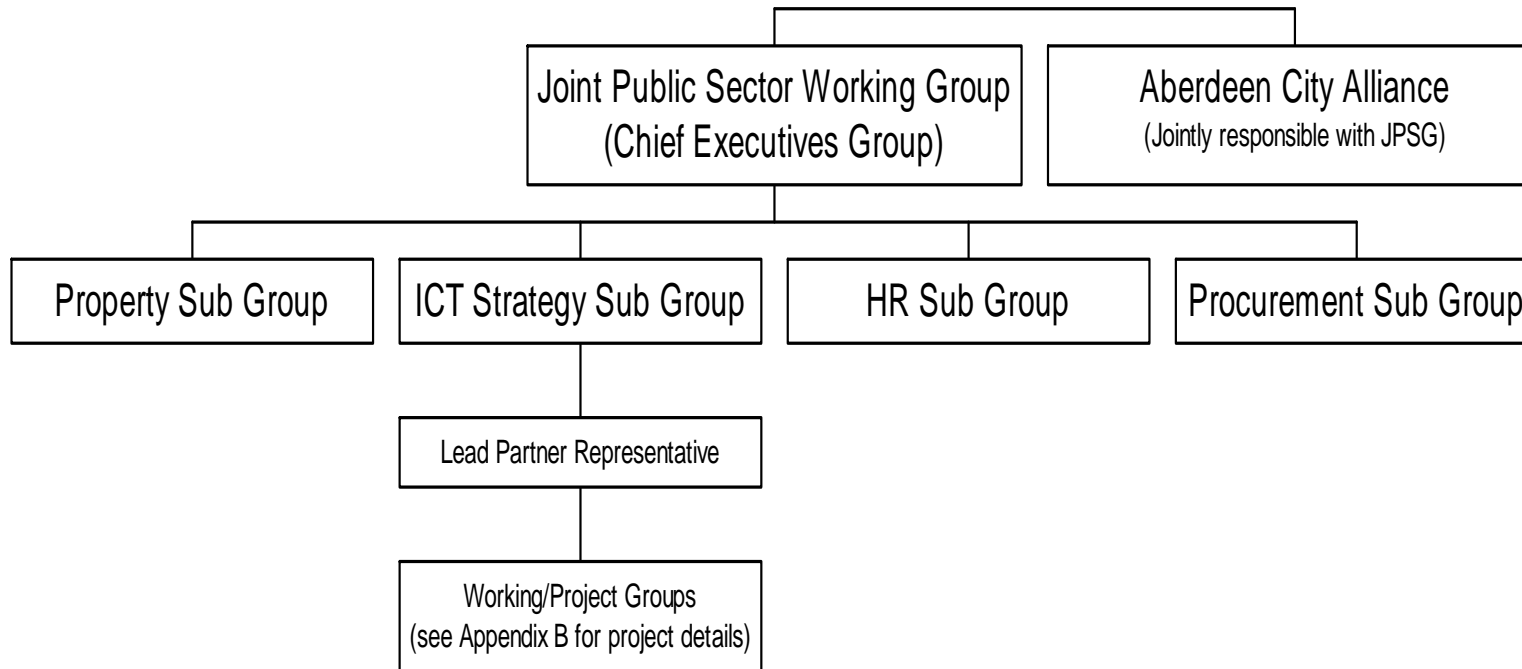
The Project Organisation Chart is shown in the attached Appendix A

5.6 Membership details (list)

J Lamb	Aberdeen City Council - ICT	jiml@it.aberdeen.net.uk
N Landy	Aberdeen City Council - ICT	nigell@it.aberdeen.net.uk
I Morrison	Aberdeen City Council - Property	iainmorrison@aberdeencity.gov.uk
A McCreath	Robert Gordon University	a.mccreath@rgu.ac.uk
G Pryor	Aberdeen University	g.pryor@abdn.ac.uk
S. Scott	NHS Grampian	stuart.scott@nhs.net
K McDonald	NHS Grampian	kinley.mcdonald@nhs.net
I Hunter	NHS Grampian	iain.hunter@nhs.net
B Mitchell	Grampian Fire Brigade	Bill.Mitchell@grampianfrs.org.uk
T Gravelis	Scottish Enterprise	Teresa.Gravelis@Scotent.co.uk
N Fraser	Scottish Enterprise	neil.fraser@scotent.co.uk
C Ashcroft	Grampian Police	carl.ashcroft@grampian.pnn.police.uk
A Mutch	Aberdeen College	a.mutch@abcol.ac.uk
A Duncan	Aberdeen City Council - Comm Dev	aiduncan@commdev.aberdeen.net.uk
A Reid	Aberdeenshire Council	alistair.reid@aberdeenshire.gov.uk
A Small	Aberdeen City Council - ICT	asmall@it.aberdeen.net.uk

6. Appendices

Appendix A - Organigram



Appendix B - Potential Joint Working Initiatives

The following list was identified as potentially the initial source of joint working.
These solutions would only be deemed feasible where tangible financial improvements, or benefits accrued to all parties involved.

Item Description	LEAD PARTNER	Aberdeen City Council	NHS Grampian	Grampian Police	Fire Brigade	Scottish Enterprise Grampian	Robert Gordon	University of Aberdeen	Aberdeen College	Aberdeenshire Council
1. Desktop maintenance & support (from 2004 onwards) - ACC 3000+ PC's - NHS Grampian 5500+ PC's	NHS	Y	Y	P ¹	Y		N	N		Y
2. Framework contracts	ACC	Y	Y	Y ²	Y		N	N		Y
3. Training - e-learning	RGU	Y	Y	Y	Y		Y	N		Y
4. Communications - Pathfinder/Janet/Remote & Home working/Digital TV	'Shire	Y	Y	N Y ³	Y		Y	N		Y
5. Resources 5.1 - Specialist staff	ACC	Y	Y	Y	Y		N	N		Y
5.2 - Disaster Recovery/SAN Technology	GP	Y	Y	Y	Y		Y	Y		Y
5.3 - Call Centres	GP	Y	-	Y	Y		N	N		Y
6. GIS ***	ACC	Y								

Notes

*** Added following discussion with Gerry Donald (NHS) - Property Sub-Group

¹ GP SLA is extremely demanding at present and would need to continue to be met

² GP Many of our framework contracts are for specialist systems or with specialist suppliers so may not be significant opportunity

³ GP Remote working only

1. Desktop maintenance & support (from 2004 onward) - ACC 3000+ PC's - NHS Grampian 5500+ PC's	NHS	Kinley McDonald	01224 558508	Kinley.McDonald@nhs.net
	ACC	Malcolm Matheson	01224 523793	malcolmm@it.aberdeen.net.uk
	GP ¹			
	GFB	Bill Mitchell	01224 788788	Bill.Mitchell@grampianfrs.org.uk
	SEG	'Shire Neil Foster		neil.foster@aberdeenshire.gov.uk
	Note 1	Would need to satisfy existing GP SLA already recognised as very demanding		
2. Framework contracts	ACC	Jim Lamb	01224 522121	jiml@it.aberdeen.net.uk
	NHS			
	GP ²			
	GFB	Bill Mitchell	01224 788788	Bill.Mitchell@grampianfrs.org.uk
	SEG	'Shire Jack Grant		Jack.Grant@aberdeenshire.gov.uk
	Note 2	Many framework contracts involving GP are for specialist functions/suppliers and may not be widely applicable		
3. Training - e-learning	RGU	Andrew McCreath	01224 262794	a.mccreath@rgu.ac.uk
	ACC	Dorothy Morrison	01224 523079	dmorrison@personnel.aberdeen.net.uk
	NHS	Duncan McArthur	tbc	Duncan.McArthur@nhs.net
	GP	Aileen Reid	01224 386665	
	GFB	Fraser Burr	01224 788788	fraser.burr@grampianfrs.org.uk
	SEG	Gayle Smillie	01224 252173	Gail.Smillie@scotent.co.uk
	'Shire	Roy Young	tbc	roy.young@aberdeenshire.gov.uk
4. Communications - Pathfinder/Janet and Remote/Home working/ Digital TV ⁴	'Shire	Ally Reid	01224	alstair.reid@aberdeenshire.gov.uk
	ACC	Andrew Mein	01224 522920	andrewm@it.aberdeen.net.uk
	NHS	David Anderson		
	GP ³			
	GFB	Bill Mitchell	01224 788788	Bill.Mitchell@grampianfrs.org.uk
	SEG	Neil Fraser	01224 252017	neil.fraser@Scotent.co.uk
	RGU			
	Note 3	Not for JANET		
	Note 4	Recent addition (pending general agreement)		

5. Resources

5.1 - Specialist staff

ACC	Jim Lamb	01224 522121	jiml@it.aberdeen.net.uk
ACC	Sandra Massey	01224 522778	Smassey@it.aberdeen.net.uk
NHS			
RGU	Peter Glennie	01224	p.glennie@rgu.ac.uk
GFB	Bill Mitchell	01224 788788	Bill.Mitchell@grampianfrs.org.uk
SEG			
'Shire	Iain Macaslan		iain.macaslan@aberdeenshire.gov.uk

Resources

5.2 - Disaster Recovery & SAN/
Server Technology

GP	Carl Ashcroft		Carl.Ashcroft@grampian.pnn.police.uk
ACC	Graham Marr	01224 522548	grahamm@it.aberdeen.net.uk
	Bob Duff	01224 522710	bobd@it.aberdeen.net.uk
NHS			
GP			
GFB	Bill Mitchell	01224 788788	Bill.Mitchell@grampianfrs.org.uk
SEG	T Gravelis	01224 252017	Teresa.Gravelis@Scotent.co.uk
RGU			

Resources

5.3 - Call centres

'Shire	Tom Gray		tom.gray@aberdeenshire.gov.uk
'Shire	Gerry Wardrope		garry.wardrope@aberdeenshire.gov.uk
GP	Carl Ashcroft		Carl.Ashcroft@grampian.pnn.police.uk
ACC	Gordon Ramsay	01224 523600	Sandram@it.aberdeen.net.uk
ACC	Sandra Milne	01224 522236	gordonr@it.aberdeen.net.uk
GFB	Bill Mitchell	01224 788788	Bill.Mitchell@grampianfrs.org.uk
NHS	David Anderson		
'Shire	Chris Clelland		Chris.Clelland@aberdeenshire.gov.uk

6. GIS

ACC	Jim Lamb	01224 522121	jiml@it.aberdeen.net.uk
ACC	Iain Paterson	01224 522622	ianp@it.aberdeen.net.uk
NHS	Gerry Donald?		Gerry.Donald@GPCT.Grampian.Scot.NHS.UK
GFB	Bill Mitchell	01224 788788	Bill.Mitchell@grampianfrs.org.uk
SEG			
'Shire			