



## Shared Services Case Studies

### Case Study 08: Digital Highland

<b>Scale:</b>	4,500 PCs
<b>Sector:</b>	Local Authority – Public Sector
<b>Timescales:</b>	2003 – 2005
<b>Parties involved:</b>	Public Sector Client: The Highland Council, a consortium of 9 local authorities Private Sector Supplier: Fujitsu Services
<b>Verdict:</b>	Met Transformational Government core objectives

#### Overall Project Objectives

The objectives of this programme were to increase efficiency and improve citizen services within the geographical and economic constraints, imposed on a region with a widely dispersed population. The objectives of this project were to primarily deliver a new Office Service and server infrastructure that supported these goals and met the objectives of the eGovernment Framework. Additionally it would provide rationalisation of the estate of unsupported hardware and software, and so reduce long term costs, with :

- Support for the delivery of centralised customer services
- Support for mobile and location independent working and thin client technology.
- Equipment and services to assist people with disabilities to make effective use of the information systems and technology
- Secure, centralised storage of data and the sharing of corporate information and knowledge

#### Project Description

This project was the lead project, under the newly formed Digital Highland Programme, which provided ICT services to The Highland Council - a consortium of nine local authorities. The formal methodology of Prince 2 Project Methodology was introduced with this project, and across the programme which is run under OGC MSP guidelines. The project supplied 3,600 PCs to users, with new line of business applications on a standard MS Office platform, including email and intranet. A number of related projects within the e-Government programme were triggered as a consequence:

- Refresh / rationalisation of the printer estate
- Wireless communications and related technical infrastructure.
- Customer Contact Centre (CRM)
- Updated Internet and Intranet
- Mobile working
- Secure Internet connections (VPRN)
- Content management / EDRM

#### Challenges, Issues and Problems

This was a challenging site and the physical location, covered staff located in offices spread across an area larger than the size of Belgium. As this was a consortium of nine councils, there was a mix of infrastructure, variations of experience and expertise, and multiple ways of working within the individual 'silos'.

A large team of engineers was required so that the delivery schedule could be maintained, and delivered according to the project plan. This was the initiator for the e-government programme and early change processes which were later able to be adopted for follow-on projects, were tested during its roll-out. The project provided the business processes regarding the retention, replacement or removal of unsupported hardware and software, based on the Authority's assessment of its business need, in order to better manage IT costs.

## **EURIM Case Study 08 continued – Digital Highland**

### **Project Benefits**

The project allowed the Highland Council to modernise service provision, and gave it the flexibility to exploit new opportunities and achieve quick wins, without taking any risk.

The project enabled council to save money and gave it the enabler to improve services to citizens, by delivering the technology capability eg a state of readiness for front office-back office streamlining and online/offline working, with documents and records sharing and consolidated information enabled.

In addition, it gave them enhanced business continuity, home working capability with a common operating environment needed to support location independent working.

The geography of the Highlands makes network bandwidth expensive, and so it was important that the available capacity was used efficiently.

### **Reasons for Success**

The project was successful because the new framework under the Digital Highland Programme, formed to manage the e-government programme, provided rigor around the governance framework, good relationship building opportunities for the partnership, with focused user involvement in decision making and strong leadership from both the supplier and client.

### **Conclusion – did the project meet the core objectives of the Transformational Government Agenda?**

The project met the core objectives of the e-Government Transformational agenda by improving efficiency and professionalism. It rapidly modernised, and raised the level of skills and professionalism in the services; and improved efficiency by the capability to share and retrieve common data. This project was a precursor to the shared services project pilot between Social Work Services and NHS in Scotland, as the roll-out included a large number of PC 'tablets' which are being used for mobile offline working for adult single shared assessments.