

Executive Summary

1. Introduction

As described in the Digital Public Services Strategy our ambition is to use digital technology to redesign services so that they focus on user needs and experience, and achieve the outcomes to which we aspire as a nation. To help take forward that vision, and in line with the recommendations made in the McClelland Review, a High Level Operating Framework (HLOF) was developed and published in June 2013

This document provides an executive summary for the HLOF. It offers an overview of the drivers behind the development of the framework, the approach taken to its delivery, and a précis of the architectural principles agreed.

The intended audience are all those who have an interest in understanding the context in which future ICT enabled change will progress but who do not need an in depth understanding of the supporting technologies. In particular it will enable:

- Chief Executives and Corporate Leads to be aware of the framework and seek assurance from Chief Information Officers/Heads of ICT that re-use, procurement, design, development and implementation are in line with the framework; and
- Chief Information Officers and Heads of ICT and Service Leads to consider how to make use of the framework and guiding principles in working with strategic and corporate leads to take forward digital initiatives.

2. The Policy Background

The High Level Operating Framework was prepared in response to a commitment made within the strategy Scotland's Digital Future – Delivery of Public Services, [the DPS Strategy]. That commitment was to develop a high-level operating framework which supports the strategic and transformational goals of the strategy through:

- providing a set of architecture and design principles;
- promoting and supporting the use of commonly agreed standards and specifications; and
- an information assurance approach.

The Vision as outlined in the DPS Strategy is a key driver and motivation for the practical aims of this Framework. The framework will underpin the architecture and approach to the delivery of digital public services that are **“high-quality, continually improving, efficient and responsive to local needs” (National Outcome 16)**.

The development and adoption of the framework is being led through the national and sectoral governance arrangements put in place to deliver on the DPS Strategy. The framework in general, and the principles in particular, are intended to be of general application across all sectors.

3. Key messages

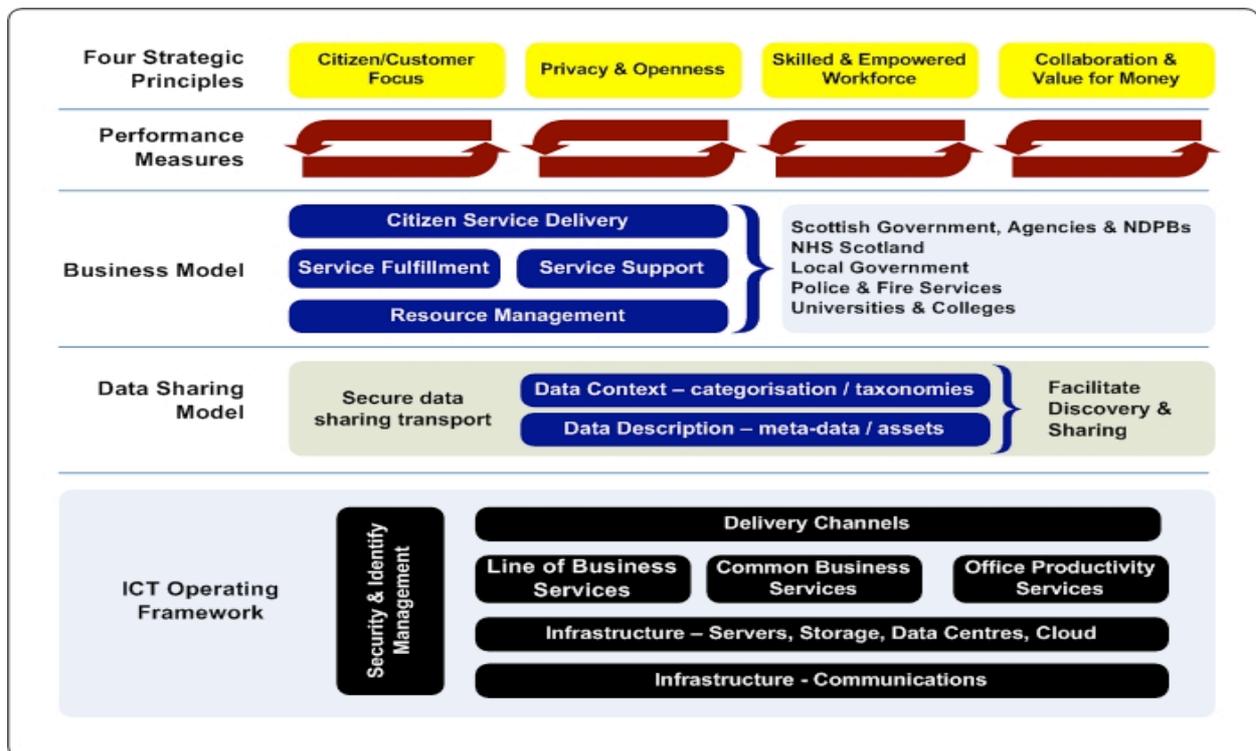
As Scottish public sector bodies develop and deliver digital services, and move more towards shared procurement, consumption and delivery of ICT services, a shared definition of technical standards and specification will provide a common vocabulary and context for decision-making and help bodies develop capabilities needed for the future. The intention is that the High Level Operating Framework will:

- provide guidance to the public sector ,and the ICT Industry that works with the public sector, on how to design, develop and deliver future digital public services;
- provide a set of architecture and design principles;
- promote and support the use of commonly agreed standards and specifications;
- foster an information assurance approach;
- support collaboration and integration;
- help to eliminate duplication and avoidable spend through a focus on reuse before buy before build.

The framework currently provides a common reference model and a set of architecture principles. These are intended to be enduring and stable and are therefore defined at a high level. However, as digital public services priorities develop, business circumstances change and technology evolves, the principles will be kept under review, updated and extended as required.

4. Common reference model

The common reference model, illustrated below, provides the context and shared definitions for the detailed considerations within the framework.



4.1. Four Strategic Principles

The Digital Public Services Strategy sets out 4 strategic level principles:

- **Customer/Citizen Focus** approach to “digital first” in service design.
- **Privacy and openness** achieved by using data appropriately and effectively to deliver business outcomes within a framework that maintains public confidence and meets statutory requirements.
- **Skilled and Empowered Workforce** delivered through having a workforce that is motivated, skilled and recognised in using digital technologies.
- **Collaboration and Value for Money** delivered through common standards, interoperability, collaboration in planning and procurement of ICT, and delivery of a public sector network (SWAN).

4.2. Performance Measures

The Performance Measurement layer in the above model is in place to confirm that there is alignment between national, sector and local initiatives and that they are in turn aligned those set out in the Digital Public Services Strategy.

4.3. Business Model

This provides a simplified functional view of the common business areas and is deliberately a non-technical layer of the model - providing a representation of the business of Scottish public sector bodies using four primary business functional areas:

- The **Citizen Service** area describes the purpose of the Scottish Public Sector in terms of the services it provides both to and on behalf of citizens, businesses and other organisations.
- The **Service Fulfilment** area represents the functions and mechanisms used to achieve the purpose of the Scottish public sector. It is the functional channel through which government services are provided to citizens.
- The **Service Support** area provides the policy, programmatic and managerial foundation to support public sector operations in the provision of services to citizens, businesses and other organisations.
- The **Resource Management** area refers to the support activities that enable the public sector to operate effectively and efficiently.

4.4. Data Sharing Model

The Data Sharing Model is a flexible, standards-based framework to enable (within broader considerations of privacy and ethics) information sharing and re-use, via the standard descriptions of common data and the promotion of uniform data management practices. It is intended to provide a standard means by which data may be described, categorised and shared.

4.5. ICT Operating Framework

This outlines a way to support and develop the ICT Architecture of public sector bodies in Scotland. A number of architectural layers are defined within the framework; intended to allow the ICT architectural landscape to be simplified into common, industry recognised components. The application of those layers allows for the modelling of current and planned architectures against a target ICT Architecture to improve the quality and effectiveness of services delivered.

5. Architecture principles

In addition to the reference models, the framework identifies 9 architecture principles to inform and support the way in which the architecture and design for services and systems are delivered. These architecture principles reflect a level of consensus across National, Sector and Local levels and should be used to assess the compliance of any new ICT initiative at each of those levels. They have been derived from the four strategic principles set out in the Digital Public Services Strategy.