

# ICT STRATEGY

**2010 - 2013**

**Shaping the Council towards Excellence**

Version 1.3

March 2010

<b>Document History</b>			
<b>Version No.</b>	<b>Date</b>	<b>Change Details</b>	<b>Author</b>
1.0 DRAFT	01/10/2009	Document Created	Director of ICT
1.1 DRAFT	11/01/2010	First revision	Director of ICT
1.2 DRAFT	05/02/2010	Second revision	Director of ICT
1.3 DRAFT	03/03/2010	Third revision at end of consultation	Director of ICT

## **CONTENTS**

<b>DOCUMENT HISTORY .....</b>	<b>2</b>
<b>CONTENTS .....</b>	<b>3</b>
<b>1. SUMMARY .....</b>	<b>4</b>
<b>2. INTRODUCTION .....</b>	<b>6</b>
<b>3. CONTEXT.....</b>	<b>7</b>
<b>4. CORPORATE CAPABILITY .....</b>	<b>9</b>
<b>5. GOVERNANCE .....</b>	<b>10</b>
<b>6. AIMS .....</b>	<b>11</b>
<b>7. CARING FOR THE ENVIRONMENT .....</b>	<b>12</b>
<b>8. A CONNECTED DISTRICT AND A STRONG LOCAL ECONOMY .....</b>	<b>13</b>
<b>9. INNOVATE@HARROGATE - IMPROVING THE CUSTOMER EXPERIENCE .....</b>	<b>14</b>
<b>10. INNOVATE@HARROGATE - COLLABORATION .....</b>	<b>15</b>
<b>11. INNOVATE@HARROGATE - NEW WAYS OF WORKING.....</b>	<b>16</b>
<b>12. INNOVATE@HARROGATE - BETTER USE OF RESOURCES .....</b>	<b>17</b>
<b>13. INNOVATE@HARROGATE - ORGANISATIONAL DEVELOPMENT .....</b>	<b>18</b>
<b>14. INFORMATION MANAGEMENT .....</b>	<b>19</b>
<b>15. ICT SKILLS .....</b>	<b>20</b>
<b>APPENDIX A: ACTION PLAN.....</b>	<b>21</b>
<b>APPENDIX B: FINANCIAL IMPLICATIONS .....</b>	<b>24</b>
<b>APPENDIX C RISK REGISTER.....</b>	<b>25</b>

## 1. Summary

1.1 The main purpose of this strategy is to build on our existing Information Communications Technology (ICT) investments so we can achieve the business transformation of our services that is made possible by technology.

1.2 This strategy is set against a background of both external and internal pressures. External pressures include:

- severe financial constraints and developing views about the future operation of local government.
- Increasing demand for services – unmatched by growth in funding.
- Public expectations – e.g. the expectation of longer opening hours.

Internal pressures include:

- Dissatisfaction with current ICT services identified in the IT review
- The need to deliver the business transformation programme

1.3 The strategy contains a number of key objectives:

- To support the Corporate Plan and improve services;
- To use technology to drive continuous improvements in the way services are delivered and in the way ICT is delivered and supported;
- To manage information better, to integrate departmental information silos and make information easier to find and use;
- To achieve new ways of working - allowing greater mobility and better use of resources;
- To improve the skills of our staff and the ease of use of our services.
- To make sure we can get the greatest return from our ICT investments.

1.4 To achieve these objectives will mean implementing document management and integration tools to help with the sharing of information and processes.

1.5 The biggest challenges lie in changing the expectations and the behaviour of ICT staff, Council staff and Members. ICT will move from a support service to a strategic service with the concomitant changes in staffing structures, skills, experience and ways of working.

1.6 It is the goal of this strategy to make sure that ICT is always a support to change and improvement in the organisation and not a constraint. Capable, in the longer term, of being a key driver of corporate strategy through taking opportunities to deliver innovative ways of working by exploiting technology.

1.7 The strategy is aimed at shaping the Council towards excellence by:

- Exploiting technical open standards to deliver integration and greater value for money
- Energy efficiency – reducing the Council’s “carbon footprint”
- Running services for and with other local authorities

- Developing and exploit strong relationships with our partners and suppliers
- Facilitating information sharing and accessibility
- Establishing ICT lifetime costs reflecting the Total Cost of Ownership (TCO)
- Changing patterns of service delivery
- Benchmarking ICT costs annually
- Working collaboratively to procure and manage common solutions
- Adopting standardisation and simplification

1.8 The main risks to this strategy are that the total programme does not bring the anticipated benefits, that increasing shared service work changes the need for some of the planned improvements, that resources have to be diverted to other unplanned priorities and that national decisions or priorities bring about other work.

1.9 These risks will be managed by the Corporate ICT Strategy Group (CISG) keeping the delivery plans under review, prioritising any issues that arise and where necessary agreeing changes in the strategy.

## 2. Introduction

- 2.1 This strategy sets out how ICT will enable the Council to improve and transform the way it does business and provides services to residents, businesses and visitors, including prospective visitors.
- 2.2 This is not primarily a technology strategy. The main focus is on the way we use ICT to achieve the outcomes set out in the Corporate Plan and service plans.
- 2.3 The use of ICT in Harrogate has developed in an organisation with distinct departmental boundaries [e.g. dividing information storage to mirror departmental silos]. We need to re-think our use of ICT so it can be an enabler rather than a barrier to bringing down departmental boundaries.
- 2.4 The success of this strategy is contingent on the level of commitment and involvement of colleagues across the Council.
- 2.5 The strategy is organised principally around the Corporate Plan priorities:
- Caring for the Environment;
  - Homes for Local People;
  - A Connected District;
  - Stronger and Safer Communities;
  - A Strong Local Economy;
  - Shaping the Council towards Excellence:
    - Improving the Customer Experience;
    - Collaboration;
    - New Ways of Working;
    - Better Use of Resources;
    - Organisational Development.

And Service delivery.

Additionally two key themes have emerged - information management and ICT skills.

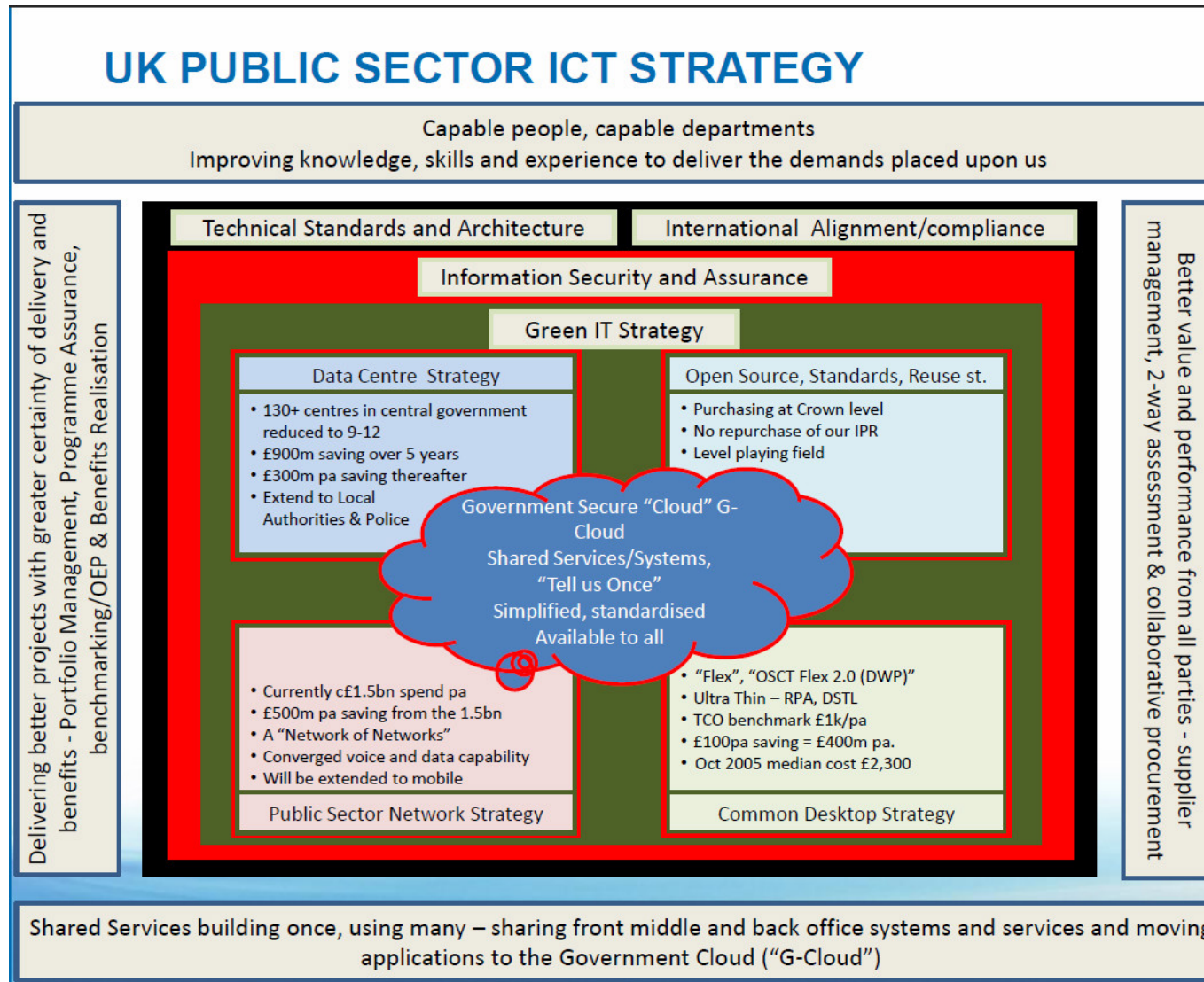
- 2.6 An action plan (Appendix A) provides a basis for measuring our success in implementing this strategy. An ICT Service Plan underpins this action plan and is detailed in a separate document.
- 2.7 The financial implications of this strategy (detailed in Appendix B) are to be delivered within resources which was agreed at Cabinet 21 October 2009.
- 2.8 The risks are identified in Appendix C.

### 3. Context

- 3.1 There are a range of recent Government reports and programmes that must inform our thinking including:
- Transformational Government
  - Efficiency ('The Varney Report')
  - National Information Assurance Strategy
  - Power of Information
  - Sustainability and Green IT
  - Total Place
  - Cyber Security Strategy
  - Building Britain's Future
  - Digital Britain.
- 3.2 Increasing public expectations and reducing budgets require ICT to be effective and contribute to savings in delivery of services.
- 3.3 We are looking for ways to engage citizens and communities in the design and delivery of the services they want. Citizens and businesses expect the same levels of access and personalisation from local authorities as they receive from leading private sector organisations such as Amazon and Tesco.
- 3.4 Recognising that the District has a high proportion of people who use computers presents opportunities for more electronic provision of Council services. Plans are being prepared to provide a customer focused, transactional web site to replace the current web site.
- 3.5 Local authorities and other public sector agencies have been working in partnerships to deliver services. This trend will continue and the idea that boundaries between organisations and / or departments can be allowed to get in the way of delivering seamless, co-ordinated services to the public will be increasingly unacceptable.
- 3.6 Co-ordinated services will require changes in functions and relationships between organisations and in our own internal arrangements. To cope with these changes we must make sure that our information systems are as independent of organisational / departmental structures and scalable as they can be, and that we are open to joint arrangements where appropriate.
- 3.7 The Council is changing through the business transformation programme and there is an increased need for an improved and reliable ICT platform. At the same time the external review of our IT services in October 2009 found significant shortcomings in the provision of ICT with the following major recommendations:
- Appoint a Director of ICT (possibly on an interim basis)
  - Employ additional resources to address backlogs and support for Oracle applications
  - Engage a network design architect to refresh the network infrastructure design
  - In the longer term to integrate all ICT resources across the Authority
  - Establish a corporate strategy group and produce a new ICT strategy

3.8 The strategy reflects the recommendations from the IT review.

3.9 There is no need to adopt a new technology simply because it's there. However, some of the proposed technical developments that have been included in the government's new UK ICT strategy will offer significant efficiencies across the public sector.



3.10 The Public Sector Network (PSN) will create a single, more secure telecommunications infrastructure. Government propose that by the end of 2012 all government secure networks including GCSx will migrate to PSN. Our strategy has a three year time frame to enable the Council to review progress towards Government secure cloud computing.

3.11 We plan to take advantage of the national infrastructure and services, when they are available, to reduce costs [e.g. telephony over the proposed PSN].

## 4. Corporate Capability

- 4.1 ICT is now essential to virtually every part of the Council's service delivery. This wide usage creates a requirement for ICT to be reliable.
- 4.2 The Council to date has bought packaged solutions [e.g. Agresso, Trent, Iworld etc]. This has required a high level of support in departments [e.g. 20+ system admin and support across the Council plus 24 in ICT with a lack of clarity on roles and responsibilities resulting in inconsistency, duplication and inefficiencies]. Changes to ICT systems through suppliers takes time, effort and costs.
- 4.3 In the context of increasing public expectations, the 2011 spending review and collaboration in the delivery of services, this strategy enables a step change in our capability to bring about business process improvements.
- 4.4 There is a need to develop more people who can deliver change across the Council. Key to this is the introduction of business process improvement techniques.
- 4.5 Currently ICT packages are implemented and maintained for individual departments. When we want to make changes to the way these systems are used or to support processes which cross departmental boundaries, this involves substantial and expensive work by commercial suppliers.
- 4.6 With a business process improvement approach, the emphasis is on the underlying processes (placing an order, paying an invoice, assessing a service user's needs etc.). Tools (such as mashups) allow for basic system components to be re-assembled to make processes simpler and more efficient.
- 4.7 This approach identifies the underlying business processes and makes them available to forms and workflow systems. As well as the return on investment, this approach has a number of advantages:
  - core business process integrity is protected and new processes can be assembled easily;
  - business processes can be across departmental and organisational boundaries.
- 4.8 Departments buy separate systems when their requirements may be the same across departments, which has resulted in over 200 business applications / systems having to be supported and maintained.

## 5. Governance

- 5.1 This strategy is based on a model that integrates business processes, applications, information, communications technology and support. This model means we will need to move from our current relatively loose control over the whole scope of ICT to one where we apply much more rigorous control and consistency through a corporate governance framework.
- 5.2 The corporate Technical Advisory Board (TAB) have responsibility to ensure that all ICT developments comply and are consistent with the agreed corporate technical standards.
- 5.3 For information and processes to be re-used, they must be reliable and must be accessible and continue to work in a predictable way. This means that the department that first identifies information and processes can no longer have sole control of it.
- 5.4 New ways of working and better use of resources will make sure that all new ICT projects deliver the return on investment. There will need to be corporate oversight of all departmental ICT developments through the TAB.
- 5.5 Leadership of ICT at a corporate level through the Corporate ICT Strategy Group (CISG) will focus on delivering value for money and business benefit.
- 5.6 The high level of dependence on ICT increases the need for thorough business continuity across all key business systems. There will be automatic 'fail over' in the event of logical or physical failure built into the technical architecture. The CISG have corporate responsibility for business continuity and disaster recovery.
- 5.7 Information integration is predicated on controls being established to make sure that the information we rely on is accurate and consistent. We will need to be more rigorous in our corporate control of information.
- 5.8 CMT on 22 October 2009 approved a report that sought approval for a corporate programme for the rolling replacement of PCs and that this would be funded through the establishment of a corporate reserve.
- 5.9 By focusing on the total cost of ownership the false economy of running PCs beyond their natural life, with hardware maintenance provided by council staff, has been identified. New standardised hardware that is always under warranty will improve services considerably and save support costs.
- 5.10 Delivering this strategy will involve a large number of interdependent projects and the planning can't be done in isolation from departmental service priorities. The activities needed to deliver this strategy will be reviewed each year by CISG and an annual service plan setting out the year's projects will be produced.

## 6. Aims

6.1 The strategy supports the Council's Equality and Diversity Strategy 2007 – 2010.

6.2 Specific projects are set for the next three years to provide a basis for monitoring achievements over this timeframe. These projects are set out in Appendix A – Action Plan.

6.3 The strategy is aimed at shaping the Council towards excellence by:

- Exploiting open standards to deliver integration and greater value for money
- Energy efficient – by reducing the Council's "carbon footprint"
- Running services for and with other local authorities
- Developing and exploit strong relationships with our partners and suppliers
- Facilitating information sharing and accessibility
- Establishing ICT lifetime costs using as a basis Total Cost of Ownership (TCO)
- Changing patterns of service delivery
- Benchmarking ICT costs annually
- Working collaboratively to procure and manage common solutions
- Adopting standardisation and simplification

## **7. Caring for the Environment**

- 7.1 There is a Council wide programme led by DDS to reduce carbon emissions by 2020 from 2005 levels by 40%. Energy efficient ICT equipment will be essential to deliver this target and as it uses less energy it costs less to run.
- 7.2 There is an environmental as well as financial cost to ICT. ICT is a major user of energy and natural resources creating as much as 2-3% of global carbon emissions.
- 7.3 Green standards (e.g. Waste Electrical Electronic Equipment WEEE Directive) will be included in the corporate technical standards.
- 7.4 Reducing the amount of paper used across the Council through effective use of ICT.
- 7.5 New ways of working will reduce energy consuming office space and reduce travel.

## **8. A connected District and a strong local economy**

- 8.1 Local authorities will place even greater emphasis on how they work together to serve communities and there will be a need to overcome perceived and real barriers. North Yorkshire Network (NYNET) is not yet fully functional but will, when available, provide a secure extranet for shared working with the County and other districts.
- 8.2 We will explore the potential through the Leeds City Region Partnership to develop the sub regional ICT networks Digital Region (South Yorkshire) and NYNET (North Yorkshire) to PSN standards and potentially extend this network into West Yorkshire and Humber.
- 8.3 Collaboration is being addressed through the innovate@harrogate programme driving continuous improvement and efficiencies.

## **9. Innovate@Harrogate - Improving the Customer Experience**

- 9.1 We structure ourselves into organisations and departments but this is much more important to us than to the public. These divisions must not be allowed to get in the way of designing and delivering effective services.
- 9.2 We present information and services in terms of what we do. We need to put more emphasis on what a member of the public wants.
- 9.3 To date ICT has been applied to make existing services more efficient or more accessible but ICT can be used to design services to meet the needs of customers. We need to examine different service design.
- 9.4 We will look for ways in which technology can help to develop new service delivery through the Web [e.g. "Twitter", "YouTube" etc]. This will be targeted to ensure that we can both measure the benefit as well as ensure a consistent Council approach.
- 9.5 To focus on our customers (residents, visitors and businesses) we must first understand who they are and what they want. We need to be able to see all the services and all the contacts relevant to an individual/business, subject to appropriate rules of confidentiality.
- 9.6 We will extend existing methods of establishing customer views and needs (MORI surveys, Customer Services Week and consultation) by including third party data to better analyse and understand the wants, needs and behaviours of our customers.
- 9.7 This model of analysis will be a necessary first step in the development of the new customer focused transactional web site.
- 9.8 The Innovate@Harrogate Board has given the direction to develop a corporate front office, subject to the business case. The initial aim is to provide an easy and efficient means for people to get information about all Council services and links to NYCC. The objective is to improve the customer experience and to reduce, over time, the cost per customer contact.
- 9.9 The Council is more than a provider of services. It is a democratic and accountable organisation, and ICT can be applied to enhance that accountability.
- 9.10 We already provide information to the public about councillors, decision-making processes and policies. However, there is enormous scope to improve on this in a number of ways:
  - further development of Members' web pages;
  - better information for Members;
  - developing consultation mechanisms;
  - examining new means of working with the public (blogs, online surgeries etc)

## **10. Innovate@Harrogate - Collaboration**

10.1 The increasing importance of partnership working means that a number of ICT developments are needed to support improved collaboration between organisations and more effective joint working on specific projects:

- improve the compatibility of ICT networks, access etc so that people working at each other's premises can get to systems as needed;
- develop shared sources of data and business intelligence;
- exploit the shared extranet with NYNET partners;
- develop collaborative workspace;
- governance and management arrangements to encourage and oversee the sharing of data and information between partners;
- protocols, tools and standards for sharing information;

10.2 There will be a need for strong security arrangements – we will need to develop appropriate authentication / access processes.

10.3 It is important to recognise that everything we say about partnership working with external agencies applies to working between Council departments as well.

10.4 In terms of technology, we need to be open to use of partners' systems as well as our own, and to make sure that our approach to technology is open, scalable and based on recognised standards. Standards will include quality [ISO 20001] and security management standards [ISO 27001 and Next Generation Network [NGN]. This will encourage greater collaboration and sharing of ideas and skills across departments and between organisations.

## **11. Innovate@Harrogate - New Ways of Working**

11.1 New ways of working need new approaches to the office environment and location, working times, role definition, management styles and a range of cultural attitudes. Technology will play a pivotal role in supporting changes to how people work and where they work.

11.2 ICT will need to provide the technology to support:

- 'hot desking' – flexible use of office space e.g. shared team space, bookable desks;
- Location independent – e.g. working at home, on the move, at drop-in centres at other HBC or non HBC sites;
- changes in management and culture.

11.3 ICT needs to be location independent [i.e. every electronic identifier – log on id, e-mail address, telephone number etc. will follow you.]

11.4 The public is expecting services to be available at times that are more convenient to them – later in the evenings and weekends. As a consequence the technology supporting these services will need to be fully supported for longer hours with the likelihood that 24x7x365 support will be necessary. This will have an impact on technical support with a move from reactive support to dynamic system discovery. There will need to be a new approach to planned down time which is currently done 'out of hours' based on traditional 9 – 5pm availability.

11.5 The ability to log in at any 1 of 1,000 PCs anywhere in the district will be further enhanced by wireless connectivity [GPRS, 3G and Wireless] which will provide any time and (almost) anywhere access. Skype phone calls will be available.

11.6 Services like instant messaging and web cams will be needed to enhance what is already possible with telephone and e-mail.

## **12. Innovate@Harrogate - Better Use of Resources**

12.1 Better use of information and information systems will deliver better use of resources, improved quality of services and strengthened outcome based performance management and decision making.

12.2 The strategic review of accommodation is an opportunity to consider how ICT can help to make the working environment more productive. For example increased desk occupancy through flexible team space, reducing the need for paper records and improving the effective use of meeting rooms and meeting spaces. It will not be necessary for an individual to have a dedicated desk or a specific PC.

12.3 Efficiency is a cross-cutting theme, and an underlying driver behind our future ICT investments:

- the corporate front office will allow us to handle contacts more efficiently and allow people in departments to spend more time on their core tasks;
- increasing the ability of citizens, visitors and potential visitors, businesses and staff to self-serve over the web will reduce transactional costs;
- there are opportunities to streamline business processes and reduce the number of separate business systems / applications and integrate the resources required to support ICT [e.g. the district council average of 150 PCs per support role (SOCITM benchmarking)];
- where we have invested in applications [e.g. TRENT and Agresso] we must maximise return on investment;
- better capture and management of information will save space, increase productivity and improve decision making.

12.4 There is a growing understanding that the public sector can save resources by pooling services such as ICT, finance and human resources management. We will continue to explore the scope for shared services through partnerships.

12.5 All major ICT procurements and developments will consider the scope for partnership, while making sure that primary requirements are met. This is built into the governance arrangements of the Technical Advisory Board (TAB) to take advantage of economies of scale.

### **13. Innovate@Harrogate - Organisational Development**

13.1 We need a framework of basic ICT skills and competences for all roles, to be built into individual performance plans and corporate induction processes. Currently:

- basic ICT skills across the Council are patchy, but should be a core competency;
- some of our applications are less easy to use than they could be;
- managers are often unsure about what ICT training is available / needed by their staff, or how to provide it;
- the management skills needed to exploit business process improvement and ICT fully need to be developed.

13.2 It is important to develop a mixed approach to ICT training, recognising that people learn in different ways at different times. Learning should be available through on-line materials, coaching, skills transfer and training.

13.3 We must put emphasis on delivering ICT as part of wider corporate training and not as a separate skill [e.g. “How to organise meetings” to include use of Outlook to schedule, Word to produce agendas, papers and minutes using standard templates, collaborative team space booking and Web to publish them]

13.4 Approaches such as “lunchtime learning” sessions where ideas and information can be shared between groups of colleagues across departments.

13.5 The emphasis must be on what skills and competencies a person needs rather than what training they want, and we will examine whether formal accreditation schemes can help in this.

13.6 More emphasis needs to be put on making sure that systems and applications are easier to use. We need to make sure that usability takes a higher profile in applications development. It might be appropriate, for instance, for the acceptance criteria for new applications to include a cap on the amount of training needed by each user to achieve effectiveness.

13.7 Managers will need a better understanding of what can be achieved with technology without having to understand a great deal of technical detail. This means that ICT have a greater role in sharing knowledge and championing business change through technology.

13.8 As ICT is developed to support the business transformation programmes, we will need an approach to staff development to promote:

- project and programme management skills;
- business analysis skills & business process improvement;
- new approaches to change management;
- innovation and managing risk.

## 14. Information Management

- 14.1 The importance of information management is to make sure that we can find and use information, rather than on how we can file and store it. Facilities for those who provide information must primarily be designed to be easy for them to make information readily available to those who need to use it.
- 14.2 Currently our requirements for information to support decision making, in particular financial and performance information are not well defined. For instance, it is more difficult than it should be to produce reports relating information about services provided to information about the financial and staffing costs of that provision.
- 14.3 Information can only be found if it is held only once, for as long as is necessary, consistently classified and is accessible.
- 14.4 The development and implementation of a comprehensive information classification scheme is key to joining information up between departments, functions and organisations. We will adopt government-wide standards for classification (the Integrated Public Service Vocabulary, "IPSV", and the Local Government Classification Scheme, "LGCS").
- 14.5 It will be necessary to design our classification scheme in such a way that it achieves consistency while still supporting the specialist views of information that are vital to making it work for individual departments, services and groups – similar to "objective" and "subjective" coding in financial systems.
- 14.6 The extensive use of ICT means that very substantial amounts of data are collected. However, we currently have inadequate means of collating data and relating information from one system to another.
- 14.7 It will be necessary to find the means of either bringing data together in one place for reporting (data warehousing) or to run reporting tools across various sets of data ("federated" data).
- 14.8 We will need to define the central source of types of information [e.g. all financial information is held in Agresso and not in separate spreadsheets]
- 14.9 Effective management of information depends on having the appropriate technology in place. This means implementing an effective document management system which will include:
  - Document and email management;
  - Workflow;
  - Records management;
  - Enterprise search;
  - Archiving.

## **15. ICT Skills**

- 15.1 Past ICT strategies have been designed to achieve greatest benefit in the largest proportion of what we do through applications [e.g. Iworld and Agresso] which are designed to give a solution for the bulk of operational tasks.
- 15.2 This approach has increased levels of ICT support but tools are available that will automate ICT support and provide a greater degree of flexibility. This will reduce the number and levels of ICT support needed across the Council [e.g. systems that monitor ICT and can predict component failure with business continuity 'fail over' which will reduce the levels of reactive support].
- 15.3 Underlying processes in our corporate applications are dependable – the payroll works, orders are processed etc. However, making changes to the way a service operates, or how a team carries out its work, can be difficult.
- 15.4 The key is to recognise that the changes required are unlikely to be changes to the underlying processes, but to the way these are assembled – an order is still processed in the same way, but you may change who raises it and at what stage in the business process.
- 15.5 Accommodating this level of change, and allowing our existing applications to be exploited more fully, will involve improving integration in such a way that the integrity of each application is safeguarded
- 15.6 The biggest change has to be in how we go about developing our business processes. The current assumption is that business managers decide what changes they want to make and then ask ICT suppliers to provide the systems to support the change.
- 15.7 The objective is to develop a culture in which departments no longer feel the need to develop applications such as Microsoft Access databases which duplicate functions and information. This requires major changes in the skills held by business managers and ICT.
- 15.8 We need to make sure that ICT can be used by the comparatively small number of Council employees who do not have regular access to a PC.

## Appendix A: Action Plan

These are initial targets until further consultation / work to cross check / validate that these targets can be achieved within a three year timescale, given available funding and resources. A full project plan will be developed.

### 2010 - 2011

**1: Corporate technical standards** TAB agree corporate technical standards.

Timescale: 2010 – 11 Responsibility: Director of ICT

**2: Corporate data backup** implement effective data backup to allow access to systems beyond 9am – 5pm

Timescale: 2010 – 11 Responsibility: Director of ICT

**3: Corporate ICT service desk** implement one ICT service desk system with agreed service levels.

Timescale: 2010 – 11 Responsibility: Director of ICT

**4: Stable base** implement a standard desktop based on Microsoft Windows 7, Exchange and Office 2007.

Timescales: 2010 – 11 Responsibility: Director of ICT

**5: Refresh the core network infrastructure** to support the Council's voice, data and image network, improving resilience, performance, security and capacity.

Timescale: 2010 – 11 Responsibility: Director of ICT

**6: Replace voice systems** to replace the old telephone systems which are now out of support, to improve quality of service, resilience, and to provide new features that will be needed to support mobile and remote working

Timescale: 2010-11 Responsibility: Director of ICT

**7: Server consolidation** to rationalise the existing servers, improving service levels and reducing costs.

Timescale: 2010 – 11 Responsibility: Director of ICT

**8: Develop authentication access protocols** being able to access information on a need to know basis

Timescale: 2010 – 11 Responsibility: Director of ICT

**9: Establish secure network access** to implement secure NYNET extranet

Timescales: 2010 – 11 Responsibility: Director of ICT

**10: Develop and roll-out remote and mobile working** starting with pilot projects

Timescale: 2010 – 11 Responsibility: Nigel Avison

**11: Develop proposals for extended support and extended systems availability** 24x7x365.

Timescale: 2010 – 11 Responsibility: Director of ICT

**12: Define the Council's core data holdings and structure of information**

Timescale: 2010 – 11 Responsibility: Director of ICT

**13: Customer focused transactional web presence** improving the quality of content, making the HBC website more interactive, greater use of audio and video, providing mechanisms for people to tailor their view to their own preferences extending transactions for appointments/facilities/events, and improving use of the web for e-consultation / petitions.

Timescale: 2010 – 11 Responsibility: Stuart Quin

**14: Expand and promote the use of GIS across the Council** continue to develop LLPG as the corporate address database and fully exploit its spatial capability

Timescale: 2010-11 Responsibility: Director of ICT

**15: Establish clear collaboration information sharing governance and management arrangements** to encourage and to oversee the standards for sharing of data and information between partners and practically implement information sharing protocols.

Timescale: 2010 – 11 Responsibility: Rachel Bowles

**16: Consolidate and further develop existing corporate systems such as Covalent** to ensure that they are well placed to support information sharing

Timescale: 2010 - 11 Responsibility: Rachel Bowles

**17: Develop e-procurement** through the collaborative NYNET marketplace.

Timescale: 2010 -11 Responsibility: Les Williamson

**18: Implement a corporate Document Management platform** and associated workflow with document scanning capabilities

Timescale: 2010-11 Responsibility: Director of ICT

**2010 – 2012**

**19: Business Continuity and Disaster Recovery** introduce resilience to allow for dynamic mirroring of key business systems which will automatically 'fail over' and to test reciprocal DR with another local authority over NYNET.

Timescale: 2010-12 Responsibility: Director of ICT

**20: Improve ICT skills** Introducing a standard framework for assessing ICT skills, developing a more consistent approach to ICT learning and development across the organisation.

Timescale: 2010-12 Responsibility: Head of HR and Director of ICT

**21: Develop an information classification scheme** to be applied progressively to all the Council's information holdings.

Timescale: 2010 – 12 Responsibility: Director of ICT

**22: Progressively index all documents**, following the general information classification scheme.

Timescale: 2010 – 12 Responsibility: Business Support Managers

## **2010 – 2013**

**23: Business Process Improvement** providing the capability to review and simplify business processes across the Council

Timescale: 2010-13 Responsibility: BTB

## **2011 – 2012**

**24: Develop tools to facilitate effective information sharing** develop semantic web capability as part of [www.data.gov.uk](http://www.data.gov.uk)

Timescale: 2011 – 12 Responsibility: Director of ICT

**25: Information support for Members** through development of the Members web pages and information access

Timescale: 2010 – 11 Responsibility: Peter Jordan

**26:** make sure that all information is available

Timescale: 2011 – 12 Responsibility: Director of ICT

## **2012 – 2013**

**27: Review Government Cloud – G-Cloud** as part of government ICT strategy assess what benefit there is in migrating to new business model of 'pay as you go' – paying only for the time applications are actually in use.

Timescale: 2012 – 13 Responsibility: Director of ICT

## **Appendix B: Financial Implications**

All costs are estimated capital costs which will be tendered through the appropriate procurement process to ensure value for money and competitive prices..

## APPENDIX C RISK REGISTER

Description of Risk	Likelihood	Severity	Risk Score	Consequences	Action Taken	Other Measures
ICT service improvements are ineffective.	2	4	8	ICT fails to support necessary business developments.	Integrated service desk system Service Levels established	Continuing dialogue with staff & service users.
Unwillingness to address changes in business processes.	3	4	12	Potential benefits of ICT investment not realised.	BPI proof of concept project	
Increasing shared services work changes the need / priority for some of the planned improvements.	2	3	6	Need to make further investments to adapt to new agenda(s).	Planned provision of ICT with maximum scalability.	
Technical standards & project standards not adhered to.	3	5	15	Departmental systems incompatible with corporate systems. Ability to integrate and share information between systems is compromised technically and/or made significantly more costly.	High level support for proposed strategy. Governance framework in place to ensure compliance.	Improved development & communication of technical standards.

Description of Risk	Likelihood	Severity	Risk Score	Consequences	Action Taken	Other Measures
Total programme does not deliver benefits.	2	5	10	There is not the predicted return on investment.	CISG Corporate Governance framework. Project post implementation reviews	
Resources have to be diverted to other unplanned priorities	2	5	10	Some elements of strategy may not be deliverable	Detailed programme and project planning	CISG monitoring and exception reporting
The development of an ICT strategy that does not reflect the Council's corporate plan and priorities	2	4	8	Benefits of ICT investment not realised.	CISG monitoring and review	

#### Likelihood ratings

- Very Likely 5
- High Likelihood 4
- Probable 3
- Low Likelihood 2
- Unlikely 1

#### Severity ratings

- Catastrophic 5
- Critical 4
- Significant 3
- Marginal 2
- Negligible 1