

# ICT Strategy 2008-2011

## 1. Vision for 2011 (and beyond)

**Warwick District Council seeks to exploit leading edge Information and Communications Technology (ICT) to support the council's transformation into a world class organisation; enabling the delivery of high quality, value for money services and promoting an inclusive culture through improved communication and participation in the democratic process.**

## 2. Purpose and Scope

The purpose of this strategy is to build on the previously agreed strategy and create, within the overall context of the Corporate Strategy 2007-11 and the Chief Executive's Building on Excellence document, a broad framework within which all ICT development will take place.

This ICT Strategy will initially cover the period 2008 – 2011 to align it with the council's Corporate Strategy. As stated above, it should be viewed as a broad framework supplemented by detailed policies that are systematically reviewed and updated. Thus, the strategy will not be a static document but will be subject to an annual review as part of the service planning process.

Although the strategy defines the future technology aspirations of the council, it is not intended to be a detailed technical document for a number of reasons:

- Too much detail would restrict its readership.
- A number of initiatives are under way at the time of writing which may have a bearing on the ICT service requirements.
- The rate of technological change is such that detailed planning beyond 18 months is unwise.

The underlying theme of the Strategy is to support service delivery through improved quality, greater efficiency and extended access.

## 3. Positioning

The previous ICT Strategy was an interim document bridging the gap between the Implementing Electronic Government (IEG) programme, which concluded in 2005, and the development of the council's Corporate Strategy 2007 – 2011.

Fundamentally, the objective of the ICT Strategy 2008-11 is to enable ICT, and the ICT service, to be at the forefront of service delivery and to allow the council to achieve its business goals. For this reason, the ICT Strategy is based on the objectives contained in the Corporate Strategy 2007-2011:

- Provide clear community leadership and effective management of resources whilst delivering responsive public services in an open and transparent manner.
- Improve housing services efficiency to meet the housing need of the district.
- Increase participation and attendance in the council's cultural offering to meet the needs of the whole community.
- Provide high standards of environmental services across the district delivering a sustainable and quality environment.
- Create thriving town centres, keep pleasant villages and make the district an attractive place to live, work and visit.

- Promote safe, vibrant and sustainable local communities.
- Improve the efficiency of service delivery to the Council's customers.

Although none of the above are ICT objectives in themselves, ICT will be used to support the Council in delivering high quality, value for money services to all sections of the community. In particular, the ICT Strategy will contribute to the council's mission of "Building upon Excellence to become World Class by 2012".

However, in addition to the Corporate Strategy, other publications have a bearing on the future direction of ICT within WDC, and these have been incorporated into the ICT Strategy:

- Building on Excellence
- Warwickshire Strategic Plan
- Local Area Plan
- Warwick District Community Plan 2020
- Annual Portfolio Holder Statements
- Corporate Improvement Plan
- HR Strategy
- Asset Management Strategy
- The Council's Corporate Risk Register

## **4. Relationship with other Corporate Documents**

As previously mentioned, the ICT Strategy does not exist in isolation. Although its direction and content is driven by other council strategies and corporate aspirations, the operational delivery of the strategy is supported by additional documents:

Council Documents:

- Code of Contract Practice
- Information Security and Conduct Policy
- Information and Communications Technology Services (ICT) Service Area Plan
- Anti Virus Strategy

ICT related policies, procedures and initiatives:

- Policy and Guidelines on Disposal of Surplus Computer Equipment
- Process for Managing Projects at Warwick District Council (ICT Services)
- Process for Analysing and Managing Project Risk
- Annual Customer Satisfaction Survey
- ICT Service Improvement Programme
- ICT Risk Register
- ICT Business Continuity/Disaster Recovery Plan

These are regularly reviewed and updated.

## **5. Where are we now?**

### **5.1. Background**

Since, and during the IEG programme, considerable investment has been made in ICT across the Council. This has contributed to the Council's aims of being excellent and has enabled the council to gain formal recognition of its achievements.

At the recent Midlands Excellence awards ceremony, the Council gained two awards, the Public Sector Award and the award for Corporate Social Responsibility. Midlands Excellence is the regional body overseeing the use of the European Framework for Quality Management (EFQM), which the council uses as a key model for helping us to improve the way we work. The ICT Strategy is one of the enablers of the EFQM model.

In addition, Warwick District Council has built a reputation amongst the Local Government and the technology community that this Council is at the forefront of innovation. Several case studies have been written about how the Council has implemented technology and we have been invited to join in several pilot initiatives. More specifically we were approached by Intel to become part of their WiMAX project with Freedom4 (formerly Pipex Wireless) and by Microsoft to join their Shared Learning Group (SLG). The SLG consists of 12 UK local authorities working in collaboration with Microsoft's Public Sector Division to share best practice in ICT project delivery, to jointly deliver MS-based solutions and contribute to the development of innovative solutions to improve council services.

## **5.2. Building on Excellence**

The Council's Building on Excellence document, which is sponsored by the Chief Executive, is an internal document looking at the way the council operates. The document describes the changes the council must undertake to deliver high quality and efficient services and highlights the significance of technology in underpinning many of these changes. Some of the changes build on the e-government initiatives delivered under the IEG programme and the previous ICT Strategy. However, Building on Excellence introduces a new challenge for ICT, agile working, and this is driving many of the early deliverables in this strategy.

Agile working has three key drivers:

- Home Working – The ability of officers to undertake their workplace activities from home through access to systems and information, including telephony.
- Flexible Working – The more flexible use of Warwick District Council's office accommodation allowing officers to 'hot desk' within Riverside House.
- Mobile Working – The ability of officers to access systems and information while on-site.

The last ICT Strategy undertook the evaluation of Internet Protocol Telephony (IPT) and WiMAX and this strategy will take forward their implementation as a major component of the Agile Working agenda. This will be supported by expanding the use of technologies such as tablet PCs and smart phones.

## **5.3. Implementing Electronic Government**

The IEG programme dramatically changed the way the council operated, introducing a Contact Centre and making electronic service delivery the norm. The impact on service delivery was immense; it not only changed the council's service hours, but also raised citizen expectation by enabling them to access services on-line through a variety of channels. These changes also had a major impact on ICT. Service availability could no longer be 9 to 5, the time available to perform essential backups of data is reduced and data storage requirements grew through initiatives like Electronic Document and Records Management. To accommodate this, the council's ICT infrastructure went through a major redesign improving security, resilience, capacity and performance.

## 5.4. Technology

Over the last few years, we have implemented technologies such as a Storage Area Network (SAN), Networked backups, and, more recently, the virtualising of servers. This last technology is, not only a cheaper option than the previous replacement strategy, but also contributes to the CO<sub>2</sub> reduction agenda.

We have been working closely together with the other councils in Warwickshire through the Warwickshire Direct partnership (WDP) which has implemented a countywide Customer Relationship Management system (CRM). The future of this will be to refine the processes between the councils to create a more joined up view to the citizen.

Through the projects mentioned above, we have standardised on Cisco for network products, HP for the servers and storage, and Dell for the desktop. These are not only market leaders in their specialisms but have also proved their reliability and value for money. In addition, we have standardised on Microsoft Operating Systems for the desktop and servers by entering into an enterprise agreement. This provides the council with a wider choice of available products and facilitates improved budget forecasting.

## 5.5. Conclusion

From the above, it can be seen that the work undertaken during the last few years has created an excellent base from which to build lasting improvements to the services offered by the Council to the residents of the District. It is now appropriate to consolidate this work by creating a robust, effective and customer focused service that will support the business of the Council, improve overall efficiency and enable the residents to achieve their aspirations.

## 6. Where do we want to go?

In order to support the Corporate Strategy 2007-11 and the Chief Executive's Building on Excellence vision agenda, it is being proposed that a number of programmes deliver the improvement activities. The ICT Strategy would underpin these programmes and can be further defined under a number of principles.

- 6.1. Working in Partnership** – We will work with partners to explore ways of improving our services, through joined-up service provision to meet the needs of our citizens, or through improved and efficient information exchange.

This will allow Warwick District Council to

- simplify information exchange between the council and central Government agencies;
- promote information exchange between LAs, parish councils and other agencies;
- exploit the existing partnership arrangements with Warwickshire Direct partnership.

- 6.2. Community leader** - We seek to strengthen the democratic processes of the council by improving the availability of information, including council performance indicators, by encouraging greater participation through e-democracy, and improving the economic well-being of the District through greater interaction with business.

This will allow Warwick District Council to

- increase citizen interaction with the democratic process through consultation and participation;

- encourage collaborative working between all tiers of government and agencies;
- provide business and suppliers electronic access to Council systems, services and information;
- provide access to performance management information that is easily accessible;
- improve the efficiency of the committee process.

**6.3. Provider of High Quality Value for Money Services** – We will provide modern business applications to support effective service delivery to our citizens, including the provision of management information, to support service reviews and the service planning processes.

This will allow Warwick District Council to

- obtain better value for money by exploiting opportunities such as e-procurement;
- investigate opportunities for shared services as appropriate;
- provide timely and accurate information to support benchmarking and the management of service performance.

**6.4. Customer Focussed** – We are committed to using leading edge technology to deliver high quality, joined up services, which are secure, easily accessible through a variety of channels, and are available at a time and location, that meets the needs of our citizens.

This will allow Warwick District Council to

- ensure equality of access to Council Services;
- promote the use of services through a range of channels that are secure, reliable and available;
- provide extended access to services where there is demand;
- provide joined-up, transparent electronic services with WCC and other agencies;
- provide personalised services based on individual needs and location;
- exploit ICT to deliver new and innovative services that meet the needs of our customers.

**6.5. A Good Employer** – We will give staff the equipment and information they need to do their job effectively and efficiently, ensuring that they have the skills to exploit new technology and provide a flexible working environment that is not constrained by location.

This will allow Warwick District Council to

- replace manual administration practices with improved self service applications where this is cost effective;
- provide better ways of collaborating, consulting and communicating;
- encourage and facilitate the adoption of agile working practices;
- continue to promote and develop ICT skills within the workforce;
- improve the management and availability of information.

## 7. How do we get there?

In order to achieve this strategy and support the programme approach to business change, a number of broad high-level actions have been identified. These will be delivered through an annual action plan, which will be implemented through the Service Area Planning process and the projects within the programmes.

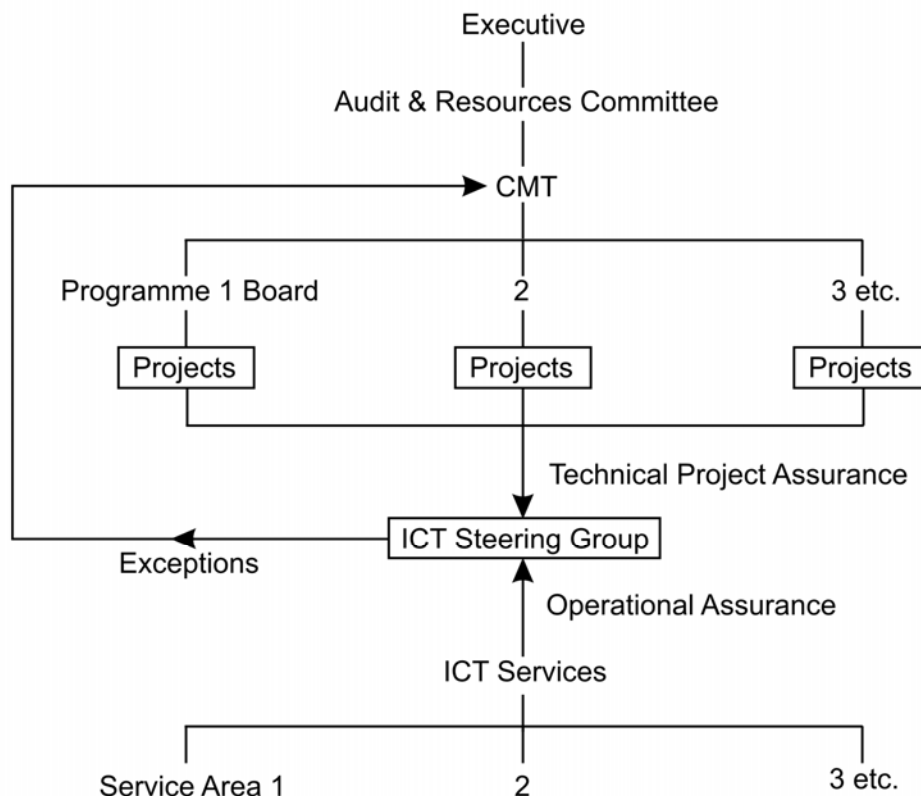
- Develop collaborative working technologies between other councils and agencies.
- Develop on-line consultation processes (surveys etc).
- Working with other councils in Warwickshire to explore the opportunities for shared technology.

- Develop further integration of front office to back office systems.
- Continued development of the website to increase the number of transactional services and conform to accessibility standards.
- Develop consistent approach to enquiries through the website and via the customer service centre.
- Develop personalised services via the web site.
- Increase the number of services accessed through the existing access channels (SMS, DigiTV etc) as appropriate.
- Evaluate and implement e-procurement where it delivers value for money.
- Enhance the corporate Intranet as the key online information tool for staff and managers.
- Provide collaboration tools for staff.
- Review and improve the committee management process.
- Develop management information tools, which can measure, monitor and predict performance levels.
- Continue to deploy technical infrastructure to support agile working.
- Develop the disaster recovery/business continuity plan for ICT.
- Consolidate electronic information storage.

## 8. Governance

This ICT Strategy supports the delivery of the Corporate Strategy by underpinning the business change programmes. All the actions mentioned in this strategy will form part of one of the projects within these programmes. Hence, the strategy will be monitored via the governance arrangements of the programmes.

The following diagram illustrates how the governance of the ICT Strategy through an ICT Steering Group links in with the governance of the programmes.



### **8.1. Corporate Management Team (CMT)**

CMT approves the terms of reference for the ICT Steering Group and scope for delegated decisions. All decisions required outside the terms of reference are reported to CMT on an exception basis.

### **8.2. ICT Steering Group**

The ICT Steering Group is the governance body for the ICT Strategy and takes on the role of technical project assurance and operational assurance as further defined within the following terms of reference:

- Prepares and regularly reviews the ICT Strategy to ensure it is aligned to the corporate programmes.
- Approves corporate standards for hardware and software, and considers any requests for departure from those standards either from the programmes or from service areas.
- Sponsors examination of any ICT issues and projects which are judged to be of corporate significance and which do not form part of an existing programme.
- Designs and enforces compliance with the agreed corporate business architecture.
- Develops, approves and enforces the operational framework for all users of the council's infrastructure.

The IEG Steering group consists of the following representatives from various Service areas within the Council:

- Director
- Head of ICT
- Development Manager
- Senior HR Officer
- Admin Support Officer
- Senior Officer from Directorate 1
- Senior Officer from Directorate 2
- Senior Officer from Directorate 3

### **8.3. ICT Services**

The ICT service plays a strong central role in implementing the ICT Strategy through the provision of resources. ICT Services seeks to allocate resources to the strategy through the Service Area Planning process, which is approved by CMT, the portfolio holder and ultimately the Executive.

ICT Services will:

- manage the strategic alignment between ICT and the Council's overall strategic objectives, using the Service Planning process to undertake annual reviews;
- assist with the development and the evaluation of Business Cases, including those submitted via the Service Planning process;
- manage requests for work and requests for change;
- own the ICT Work Programme;
- ensure that technical solutions meet agreed corporate standards.

#### 8.4. User Involvement

The staff in Service Areas are the “customers” of the ICT service and are involved in a number of ways.

They are responsible for

- articulating their requirements;
- managing projects (with support from ICT Services);
- the accuracy and timeliness of information and data;
- defining which users can access which functions (“application-level security”);
- adoption of the strategy through their Service Area Plans;
- compliance with corporate standards as defined by the ICT Steering Group.

#### 8.5. Prioritisation

In order to create a robust mechanism for agreeing priorities for the development of ICT systems, the ICT Steering Group will consider the case for all proposed ICT developments. Each case will be assessed against the following criteria:

Priority 1	Existing commitments
Priority 2	Essential infrastructure/core corporate systems vital for delivery of priority outcomes/statutory requirements (except where there is no business case/VFM justification) Cashable efficiency savings Contributes to the outcomes of the core programmes.
Priority 3	Accelerating service improvement

### 9. Risk

The Council has had a Risk Management Policy and Risk Management Strategy since 2002, although now these documents are merged into a single Strategy document.

Ultimately, it is the responsibility of Corporate Management Team to ensure that risk is managed effectively, overseen by the Executive and supported by the Risk Manager and the Risk Management Group.

The ICT Strategy, through its Governance, adopts the following approach to risk management.

#### 9.1. Programme Management

Although transformational and therefore high risk, the objectives of the ICT Strategy form part of the overall objectives of the corporate programmes (See Governance). Therefore, each programme board is responsible for managing the risks associated with

- delivering the corporate objectives;
- impact on services and service delivery;
- political change and external influence, legislation, financial settlements, etc.

#### 9.2. Project Management

Each programme will be responsible for identifying a set of projects that will contribute towards delivering the corporate programme objectives. Each of these projects is likely to have a significant

number of ICT deliverables. The projects will be managed using the PRINCE II methodology, with the project board assuming the following responsibilities for risk:

- Notifying the Project Manager of any external risk exposure to the project.
- Making decisions on the Project Manager's recommended reactions to risk.
- Striking a balance between level of risk and the potential benefits that the project may achieve.
- Notifying programme management of any risks that effect the project's ability to meet programme objectives.

### **9.3. ICT Services**

ICT Services will be responsible for managing and controlling all of the ICT deliverables resulting from the council's programmes and will undertake appropriate risk assessments as part of its 'business as usual' function. Primarily, risk assessments will be undertaken to identify the impact on:

- security
- business continuity / disaster recovery.

## **10. ICT Delivery**

In addition to the activities that ICT Services will be required to undertake as part of the Governance role, they also directly support the delivery of the ICT Strategy. These activities can be summarised as follows.

ICT Services will create a sound technical infrastructure for the whole Council within which all ICT systems will be implemented. ICT Services will operate a Service Delivery facility that is based on the effective deployment of technology to support the different activities of the Council and its partners. This will provide a flexible environment in which Council staff can work effectively to deliver services to the residents of the District.

Specifically, ICT Services will

- be responsible for providing an infrastructure, which is robust, secure, flexible and based upon industry standards;
- undertake detailed management of infrastructure capacity, including future needs, and monitor the availability of corporate systems in line with business needs and agreed service levels;
- specifically make available specialists to provide and proactively manage key service delivery functions for all desktop, server, network and telephony environments;
- provide Service Level Management, based upon IT Infrastructure Library (ITIL), which provides a framework of Best Practice guidance for IT Service management, and aims to minimise the impact of ICT incidents and problems on the delivery of services to members, staff and residents;
- have ownership of the technical phases of all project delivery;
- provide appropriate technical advice and ensure that agreed standards are complied with;
- undertake the technical management and support of corporate applications including Email, CRM and financial systems;
- provide a Disaster Recovery plan according to the business requirements.

In addition, the ICT Service as a whole will be responsible for the effective development of a technical strategy and will

- act as the Technical Design Authority for the Council's Desktop, Server and Network components, including Telephony;

- ensure that the infrastructure is secure, reliable and accessible for all authorised staff, members and partner organisations as well as external suppliers where appropriate;
- ensure that remote working is supported regardless of location or device;
- ensure, wherever possible, that interfaces to corporate systems should be via standard web browsers that are independent of client machine hardware and software;
- ensure standards and procedures are in place that permits data sharing and integration with external systems such as Government Connect.

## **11. Finance**

There is no specific funding for the ICT Strategy; therefore, it is being written on that basis. It is assumed that any funding for new projects will come through the Service Area Planning process and formal business cases, which will have to justify the return on investment.

However, there is provision in the Capital programme for the replacement of PCs and servers. A further projection over the next ten years has been calculated based on the current known technology. This will be funded by the equipment renewals fund. In addition, we have entered into a three year enterprise agreement with Microsoft that facilitates any upgrade to the core Microsoft products within the period of the agreement.

## 12. Year 1 Action Plan

The ICT Strategy will be delivered through an annual action plan, which will be updated during the Service Area Planning process.

The action plan for the first year 2008/9, which is an interim plan derived from the ICT Service Area Plan for 2008/9 whilst the projects from the three programmes is further defined, is detailed in the table below.

	<b>Action</b>	<b>Responsible officer</b>
1.	Agree technical standards	Head of ICT
2.	Agree business architecture	Head of ICT
3.	Increase number of scripted services available through the Northgate CRM with appropriate integration to the back office	Customer Services manager
4.	Explore shared Business Continuity arrangements with other councils	Head of ICT
5.	Develop agreed procedure and supporting technologies to ensure the secure exchange of data with external organisations.	Development Manager
6.	Develop the on-line mapping facility on the website	GIS Manager
7.	Improve the property portal on the website	GIS Manager
8.	Develop the business case for migrating the website to Microsoft SharePoint Services (MOSS)	Website Manager
9.	Develop CRM self service functionality to be exposed on the website	Applications Support manager
10.	Through the Warwickshire Association of IT Officers (WAITO) create a collaboration environment ideally using MOSS	Head of ICT
11.	Increase and develop the service available through SMS and DigiTV	Website Manager
12.	Agree with the Warwickshire Association of Chief Executives (WACE) a program of activities to be undertaken by WAITO	Head of ICT
13.	Determine the technology and procedures to be made available to staff to enable agile working	Development Manager
14.	Develop a new Intranet in MOSS	Applications Support manager
15.	Implement new Committee management system	Committee Services
16.	Develop MOSS for employee collaboration	Applications Support manager
17.	Develop a new performance indicator system (possible using MOSS)	Head of Policy & Performance
18.	Implement the self service for staff functionality of the Human Resources system	Personnel Services Manager
19.	Implement IPT	Infrastructure Manager
20.	Implement wireless points within Riverside House	Infrastructure Manager
21.	Exploit the security features of Vista for mobile devices	Infrastructure Manager
22.	Test components of the Disaster Recovery plan	Development Manager
23.	Develop an off-site replication proposal to support rapid data and system recovery	Infrastructure Manager
24.	Implement the outcome of the EDRMS review	Development Manager

### 13. Glossary of Terms

CRM	Customer Relationship Management System
EDRMS	Electronic Document and Records Management System
EFQM	European Foundation for Quality Management
HP	Hewlett Packard
ICT	Information and Communications Technology
IEG	Implementing Electronic Government
ITIL	Information Technology Infrastructure Library
IPT	Internet Protocol Technology
MS	Microsoft
SAN	Storage Area Network
SLG	Shared Learning Group
WDC	Warwick District Council
WDP	Warwick Direct Partnership