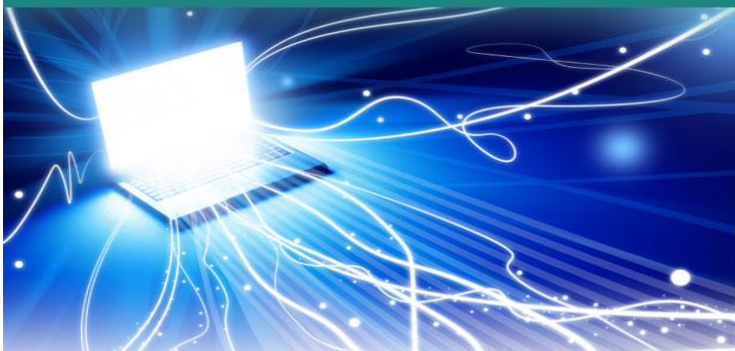


Corporate ICT Strategy 2010 – 2015

Maximising the value of information and technology to deliver excellent outcomes for the people of Devon





Councillor Andrew Leadbetter

Cabinet Member for Workforce, Performance and Communications

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Phil Norrey

Chief Executive

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Heather Barnes

Deputy Chief Executive

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Rob Parkhouse

Head of ICT

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Introduction

The ICT Strategy is the result of extensive collaborative effort across the Council and contacts with partner organisations. It takes its ambitions from consultation with Councillors and key officers, the Council's Strategic Plan, the Sustainable Community Strategy, Corporate Resource strategies and service business plans, and reflects wider initiatives to drive efficiencies in the public sector through effective partnerships between government and local agencies to deliver local services. It also incorporates elements of central Government thinking on ICT strategy and facilitates the use of the G-Cloud¹ and G-Apps² as and when they become available.

The ICT Strategy 2010-2015³ sets out the Council's approach to maximising the value of information and technology in the efficient management of resources, understanding the needs and delivering excellent outcomes for the citizens and communities of Devon.

The intention is to match the opportunities technology brings to the vision and direction of the Council, and to facilitate the increasing role of public, private and voluntary sector partnerships working together to deliver shared priorities.

As has often been said "there is no such thing as an ICT project, only business projects", and business involvement and ownership is essential to benefit from technology innovation, with ICT and business staff working together to enable the Council to adapt to current and future challenges and organisational arrangements.

Making the best use of ICT requires change and commitment from the Council as a whole.

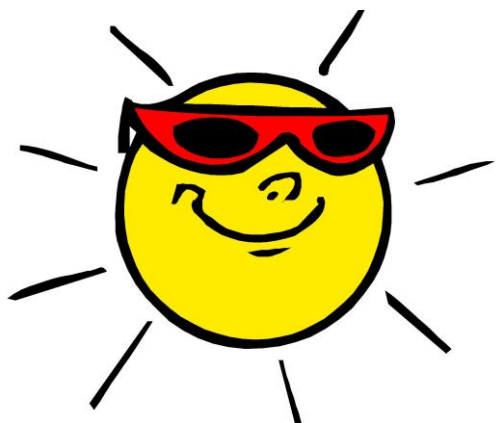
The importance of maintaining and extending the Council's reputation as a high performing authority is recognised, and consideration has been given to the themes and outcomes for the Comprehensive Area Assessment (CAA), and targets for the National Performance Indicators.

¹ Government Cloud (Government ICT Strategy, 2010)

² Government Applications (Government ICT Strategy, 2010)

³ Referred to as "the ICT Strategy" in this document

Future Devon



A snapshot showing the breadth and vision of the ICT Strategy to shape the future, increase business agility, maximise resources and deliver services providing real value to the Council and the people of Devon.

Better Value for Money

- Technology investment decisions are guided by clear principles to deliver business priorities, maximise value, adopt economies of scale and avoid duplication.
- The number of systems has been significantly reduced; maintenance costs are controlled and focussed on business critical systems.
- Duplicated systems have been replaced by a small number of cost-effective solutions that are shared in common across the Authority.
- Shared services and collaboration with private, voluntary and public sector partners enables investments to deliver greater value.
- Office space has been rationalised enabled by a flexible and mobile workforce.

Work Smarter

- Staff carry out business functions through modern business processes streamlined to remove duplication, maximise efficiency and support business change.
- Business processes are supported by widely available automation and workflow.
- Technology and process change is in line with the Employment and Workforce strategies.
- Managers make rapid and well informed decisions to best use staff resources.
- Front office staff are supported by joined up systems and processes which maximise their ability to deliver personalised services and enhance the customer experience.
- Staff can focus on their business functions transparently supported by a fast and reliable infrastructure, both within the office and remotely using a variety of easy to use access devices.

Maximise Value of Information

- Information is managed as a corporate resource, recognised as vital to the success of the Authority and its partners.
- Decision making is rapid and informed by accurate and easy to use information.
- Staff, partners and schools handle information according to best practice standards.
- The Council's key systems are connected using standard methods, and streamlined business processes can access information as required across systems.
- Documents and Records are stored and accessible to enable appropriate sharing between staff, with partners and the public consistent with excellent security.

Effective Partnership Working

- The Council's infrastructure is integrated with that of partner organisations, to support a regional multi-agency shared service culture across shared locations.
- Council staff work in joint teams with the private and voluntary sector, with NHS partners, other Devon authorities, education and central government agencies.
- The mobile and multi agency workforce uses shared protocols and common solutions to share information and processes to support seamless joined up working.

Improve Citizen Outcomes

- A thriving and vibrant local economy is actively promoted and supported by the Council and its partners.
- Citizens are well housed and free to pursue their legitimate interests in an attractive, safe and well cared for environment.
- Democratic involvement is taken for granted by an engaged and participating community where citizens benefit from easy to use access to information and services personalised to their needs.
- The Authority has clear insight into quality of life issues for its citizens across Devon communities, taking account of demographic factors such as age, diversity and social background.
- Services are delivered to those in need based on knowledge of their community and personal circumstances, and to inspire young people to fulfil their potential.
- A schools learning platform offers all pupils, teachers and parents access to collaborative tools anytime, anywhere via an Internet connection.

Background

The previous ICT strategy (2006-2009) set the agenda for constructing a partnership between business, staff and ICT to transform services. It focused on four main areas of development – ICT Governance, ICT Organisation, Common Solutions Architecture, and Technology Innovation. Implementing the ICT Organisation strand led to a re-structure of ICT which enabled capacity to be created in order to take forward the partnership approach with business staff, with an ICT Governance structure in place to promote the benefits of working together. Subsequently a number of agreements were reached with corporate Governance on shared strategic requirements for technology based business solutions.⁴

The ICT Strategy 2010-2015 builds on these earlier agreements refreshed by recent consultations to propose an integrated framework of solutions that are shared to support key requirements that are common across most or all of the Authority and support the Council’s business strategy. In addition, a number of organisational and cultural changes are proposed so that ICT and business staff in partnership can enable the Council to make best use of these technology-enabled solutions. The links between common requirements, shared common solutions, the principles of the Strategic Plan and the priorities in the Sustainable Community Strategy are shown in **Figure 1**, below:



⁴ “Common Requirements and Solutions Vision”; “Strategic Requirements”.
 (All these documents are available at <http://staff.devon.gov.uk/enterpriseandsolutionsarchitecture.htm>)

Promote greater standardisation and simplification of IT systems, desktops, infrastructure and applications

HM Treasury: Operational Efficiency Programme

Strategic Objectives

The ICT Strategy is designed to achieve three objectives:

- 1. Ensure the strategic investment in ICT is focussed on delivery of the priorities of the County Council**
- 2. To modernise the ICT Infrastructure to facilitate the business requirements by adopting an invest to save to invest methodology**
- 3. Reduce the Operational costs of ICT**



1. Focus strategic investment on delivering Council Priorities

Strategic investment in ICT should be seen as an enabler of business change and critical to the effective operation of the Council. In order to ensure the ICT resource delivers the Council's priorities, it is essential that all strategic investment in ICT is focussed on those priorities regardless of where in the Council that strategic resource is held.

Strong Governance arrangements will be needed to ensure joined up systems strategies and business commitment from service directorates to guarantee that the limited investment will go where it is needed rather than where it has always gone.

There will be one ICT strategy for the Council, supported by and supporting the service directorate Business Systems and Solutions Strategies enabling clear direction and focussed investment.

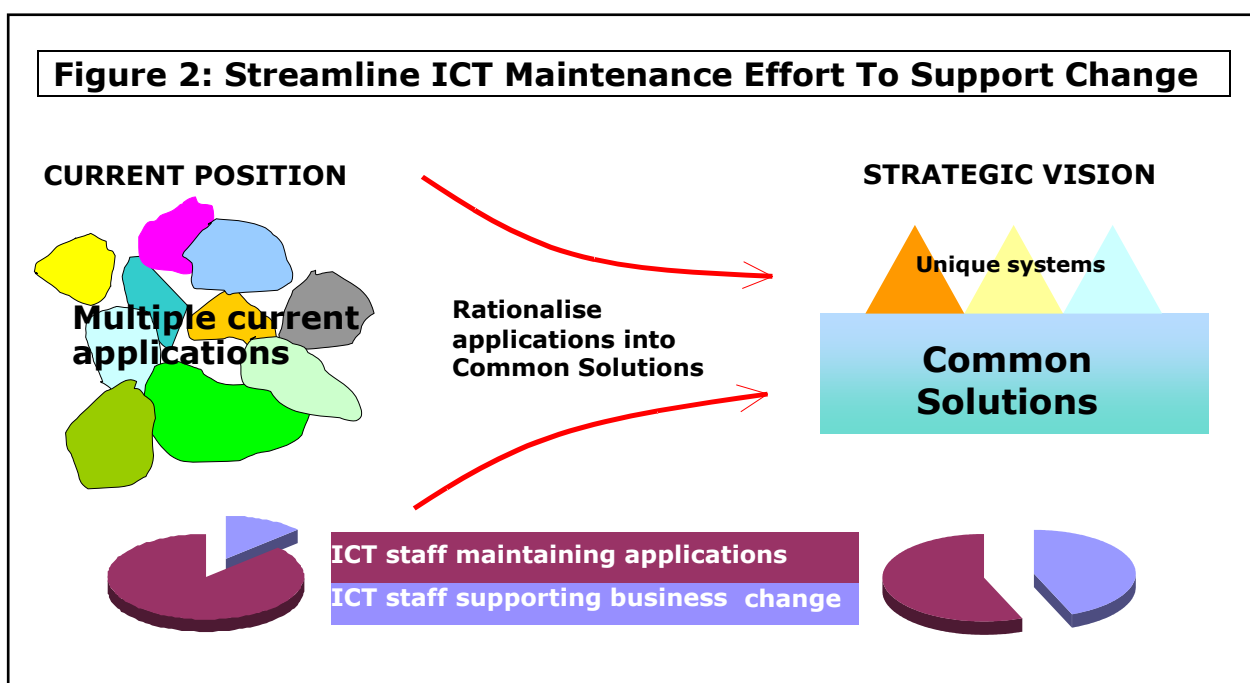
2. Modernising ICT – Adopting an Invest to Save to Invest Methodology

The approach of the ICT Strategy is to modernise the infrastructure to facilitate business requirements and rationalise the large number of current applications down to a much smaller number. All savings realised will be reinvested to ensure business functionality is delivered efficiently through a modernised infrastructure supporting an integrated framework of common solutions. Using up to date and sustainable technologies with standardised methods of system access we will support information sharing, partnership and mobile working, and require significantly less maintenance resource - see **Figure 2**.

Standard guidelines for ICT procurement will be promoted across the Council to ensure that all future investments in ICT will maximise value for the Authority.

Delivery of common solutions will provide a “toolbox” of available and proven methods to deliver common business requirements, ready to be taken up by business units as and when dictated by particular business needs.

Investment will be required to provide common solutions, but savings will be realised that will facilitate further investment by adopting an invest to save to invest approach.



Current common solutions include the managed Desktop, email and the corporate Network. Requirements for future solutions include Business Intelligence, Resource Management, Assured Security Methods, Managed Documents, Index of Staff and Key Service Users, Joining Systems for Shared Information, Business Processes and Customer Service, Flexible and Partnership Working.

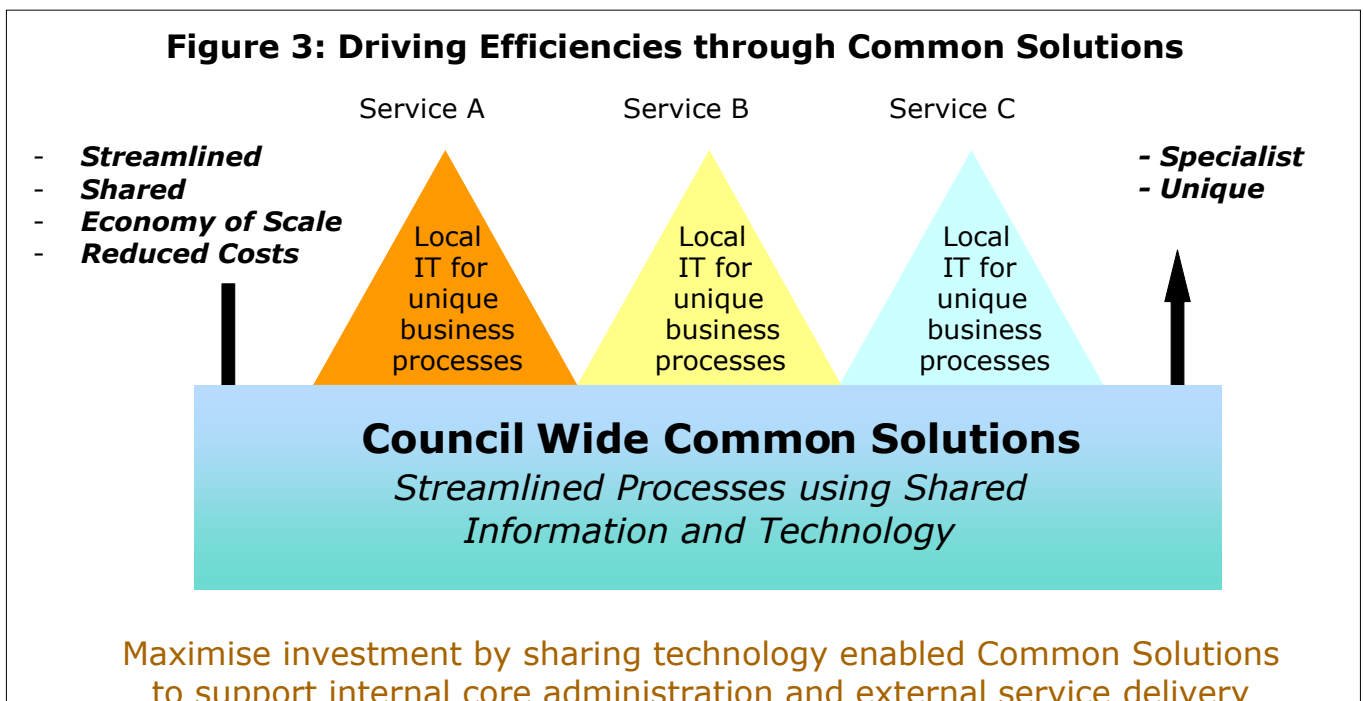
3. Reducing the Operational Costs of ICT

The Strategy aims to put ICT at the centre of the Council to build a high performing, agile and flexible organisation with technical resources available when required to deliver timely innovation to support Council priorities.

The Strategy will enable the delivery of a reliable, efficient and up to date technical environment that takes advantage, where appropriate, of the various delivery mechanisms now available. In providing an updated environment with a managed number of common solutions, we will maximise operational efficiency and ensure business continuity.

This Strategy capitalises on efficiency gains of modernising the network and infrastructure, and seeks to reduce the day to day running costs of ICT. It ensures economies of scale through standardisation, elimination of duplicated systems and streamlining of business processes. It provides the focus to support current and future business priorities through cost-effective shared and re-usable Common Solutions that make the best use of opportunities offered by technology.

By delivering an efficient core of ICT infrastructure and applications, we can take advantage of advancing technology and innovative delivery models to provide economies of scale and maximise the return on investment, as illustrated by **Figure 3**.



Key Messages & Outcomes

- ✓ The ICT strategy is a key enabler for the corporate business strategy.
- ✓ One ICT strategy for the Council supported by and supporting service directorate business systems and solutions strategies.
- ✓ ICT must support business operations.
- ✓ Developing a managed set of solutions that can be shared in common and re-used to deliver key requirements shared widely across the Authority will maximise the value and investment in technology for the Council.
- ✓ Rationalising the current large number of disparate applications will release ICT resource to focus on delivering new business priorities.
- ✓ Business engagement with and ownership of the common solutions is essential to promote take-up by staff and deliver real business value.
- ✓ Complete business solutions require the combination of appropriate information, streamlined business process and effective technology.
- ✓ A refresh of the Governance arrangements.
- ✓ Priority of investment in ICT across the Council.
- ✓ System ownership and solutions strategies.
- ✓ A robust and resilient wide area network.
- ✓ A new 'thin client' desktop offering:
 - Up to date software
 - Faster log on times
 - Quick and efficient access to systems
 - More flexible mobile working
 - A reduction in CO₂ usage.
- ✓ Fewer, more robust applications.
- ✓ Fewer, more robust printers.
- ✓ The ability to share data securely across organisations and with partners.
- ✓ New document and records storage systems e.g. Sharepoint.
- ✓ A schools learning platform offering anywhere anytime access to parents, pupils and teachers.
- ✓ A safe and secure IT environment.

Objective 1: Ensure the strategic investment in ICT is focussed on delivery of the priorities of the Council

In order to ensure the corporate ICT resource delivers the Council's priorities, it is essential that all strategic investment in ICT is focussed on those priorities regardless of where in the Council that strategic resource is held. Strong governance arrangements that ensure joined up systems strategies and business commitment will be needed to guarantee that the limited investment will be go where it is needed rather than where it has always gone.

In a time of constrained budgets, using a managed set of shared and re-usable common solutions to deliver widely shared key requirements provides opportunities to achieve better value for money without compromising quality of function. Staff and business processes can be streamlined and automated through the support of these managed solutions, while duplicated systems can be removed and key information shared as required.

Strong Governance over all ICT spend will be required to ensure that investment is directed to the strategic needs of the Council and not to individual services.

Working in partnership with other local authorities and organisations can deliver further efficiencies through shared services and integrated delivery mechanisms – while there are opportunities for shared back office systems to carry out common functions, such as Finance, Document Management and ICT.

ScoMIS will strengthen its links with partner organisations to develop alternative service delivery models for schools and work with the Building Schools for the Future Local Education Partnership Managed Service provider.

ICT and business staff have worked together for several months to identify key requirements needed to deliver the priorities of the Council. They are common across most or all of the Council and support the Authorities business strategy. The results of this collaborative work is reported in the "**Common Requirements & Solutions Vision (CRSV)**",⁵ agreed by the Programme Review Board in October 2008. Since that time ICT and business staff continue to work together to ensure the vision of business priorities is kept updated, and key developments such as the Council Strategic Plan are taken account of by the ICT Strategy.

⁵ "Common Requirements and Solutions Vision" (<http://staff.devon.gov.uk/enterpriseandsolutionsarchitecture.htm>)

Scope of Common Requirements

The scope of the requirements identified covers two major areas:

1. External Service Delivery and Community Support

The Council aims to provide strong leadership of place, enabling and supporting citizens to live peaceful and prosperous lives in well maintained environment and thriving local economy. The Council has a key role in ensuring effective services are delivered to the community and to schools, working in partnership with local District and Unitary authorities, health and public sector organisations, private and third sector bodies. To achieve these aims the Council requires a good understanding of the community and local needs, together with the means to manage resources and to plan and deliver effective services and support for the local economy.

2. Internal Core Processes, Functions and Resources

Most large organisations need to have a set of core processes and functions to operate – such as Finance, Document Management, Security and HR. As the aims of these are largely standard, there are considerable opportunities to streamline processes and systems in line with best practice developed through experience over time in other large organisations. The objective will be to take advantage of economies of scale through standard processes and common solutions to carry out these core functions at reduced cost.

To provide clarity and focus the common requirements have been summarised into a set of key **“Strategic Requirements”**⁶, agreed by the Programme Review Board in 2009 and detailed in **Table 1**, showing their alignment to the Council’s Strategic Plan and the five key business values.

⁶ “Strategic Requirements” (<http://staff.devon.gov.uk/enterpriseandsolutionsarchitecture.htm>)

Corporate ICT Strategy - 2010-2015

Table 1: Strategic Requirements, Strategic Plan & Business Values

Strategic Requirements		Business Values				
		BETTER VALUE FOR MONEY	WORK SMARTER	MAXIMISE VALUE OF INFORMATION	EFFECTIVE PARTNERSHIP WORKING	IMPROVE CITIZEN OUTCOMES
Economy	Mobile, Remote and Community Working	✓	✓		✓	✓
Strong Communities	Document Management	✓	✓	✓		✓
	Business Intelligence	✓		✓	✓	✓
High Quality Services	Manage personalised contacts	✓	✓	✓		✓
	Front Office/back office integration	✓	✓	✓		✓
	Single View of staff and citizens	✓	✓	✓		✓
Businesslike Council	Identity and access management		✓	✓	✓	✓
	Open access to information	✓	✓	✓	✓	✓
	Re-useable integration of systems and data	✓	✓	✓	✓	
	Secure storage and sharing of information	✓	✓	✓	✓	✓
	Application rationalisation and lifecycle management	✓	✓	✓		

Corporate ICT Strategy - 2010-2015

ICT Strategy 2006-2009 - Achievements and Future Implications: ICT Organisation

Work Package (2006-2009)	Achievements / Progress to date	Implications for Corporate ICT Strategy (2010-2015)
Resource a Strategy implementation team - to define a new ICT model and create the new ICT Strategy	<p>ICT Restructure successfully completed. Enterprise Architecture (EA) team and Technical Managers (subject experts) set up to establish a business focused ICT Strategy and make best use of technology.</p> <p>Successful completion of:</p> <ul style="list-style-type: none"> • EA Charter • Common Requirements & Solutions Vision • Strategic Principles • Preparations for LGR 	See Priorities for Action



Priorities for Action – Delivering the Strategy

Solutions Design

A framework of shared common solutions will be designed to deliver the Strategic Requirements in **Table 1**, constructed in accordance with the Strategic Principles⁷ and to realise benefits over the course of the ICT Strategy. ICT technical experts will define the relevant technical models and technical strategies to underpin the solutions, working with information, business process experts and external strategic suppliers to construct complete business solutions.

Industry standards and best practice examples from other organisations will guide the development process. Solutions will be chosen to provide best value and fit with business requirements. Commercial off the shelf solutions will be used as far as possible to reduce risk and take advantage of proven functionality, with externally hosted solutions, managed services and innovative solutions such as Cloud Computing considered consistent with standards and maintaining effective overall management.

⁷ "Strategic Principles" (<http://staff.devon.gov.uk/enterpriseandsolutionsarchitecture.htm>)

Objective 2: To modernise the ICT infrastructure to facilitate the business requirements by adopting an invest to save to invest methodology

Modernising the Infrastructure

The use of Council wide common solutions provides savings over time through economies of scale, but funding their initial development is beyond the capacity of the corporate ICT budget or the resources of an individual service. Additional investment will be required from corporate budgets, and from services working together to achieve common aims and share costs.

Invest to Save to Invest

To make the most efficient use of funds, we will re-invest savings achieved in the course of implementing each common solution in the next phase of development. This will include savings realised by de-commissioning individual systems that are no longer required and replaced by common solutions.

Standard guidelines for ICT procurement will be promoted across the Council to ensure that all future investments in ICT will maximise value for the Authority. Using common solutions to achieve best value, ICT procurement will be in line with the ICT Strategy and the Corporate Procurement Strategy using Category Management.

We will continue to reduce the impact of investments on the Councils' budgets by:

- Working with partner organisations to share systems and services, and to share procurement costs for joint initiatives.
- Placing bids for grant funding from external bodies.

Previous ad hoc funding and procurement of ICT systems has encouraged piecemeal development and the proliferation of separate small-scale applications, leading to duplication, inefficiencies, and increased maintenance costs. Investing in ICT on a strategic basis, focusing funding to deliver shared and re-usable solutions for widely shared requirements, is a vehicle to help develop a more flexible and effective Council serving the local community, in line with priorities in the Strategic Plan, Community Strategy, and key service strategies.

Corporate ICT Strategy - 2010-2015

ICT Strategy 2006-2009 - Achievements and Future Implications

Solutions Architecture

Work Package (2006-2009)	Achievements / Progress to date	Implications for Corporate ICT Strategy (2010-2015)
Support & Development of Oracle for HRMS and wider use	Corporate Payroll system implemented	The ICT Strategy and Solutions Plan will review and make use of best practice solutions, including Oracle, to deliver the common solutions
EDRMS	TRIM has been established as the corporate solution for records management	EDRMS is a key requirement for the ICT Strategy, to implement a comprehensive document and records management solution recognising capabilities of TRIM
Common Enterprise Applications integration standard	In progress	The common solutions proposed by the ICT Strategy include a corporate standard method for integrating applications and data, maximising the value of sharing and re-usability.
Legacy Applications review	In progress	A key deliverable of the new ICT Strategy, the rationalisation of applications and life-cycle management will reduce maintenance overheads and free up resources to support future business priorities
BPR Workflow	In progress	Streamlining business processes to best use staff resources is a key deliverable in the new ICT strategy

Technology Innovation

Work Package (2006-2009)	Achievements / Progress to date	Implications for Corporate ICT Strategy (2010-2015)
Mobile Solutions	The implementation of Citrix has greatly enhanced the capability of Council staff to work from remote and partner locations	Flexible, mobile and partnership working are key requirements in the new ICT Strategy, to be enabled through common solutions
Intranet Development - integration and service enabler technologies eg CRM and ERDMS.	TRIM has been designated as the corporate records management system.	The ICT Strategy and Solutions Plan promotes standard and sustainable technologies to integrate systems, and make best use of EDRMS and CRM type technologies to maximise customer service
Government Connect	The Code of Connection is signed off, and links in place to partner local authorities	The benefits offered to staff and partners will be taken up, including support for secure email and flexible and mobile working.
Single sign-on	Requirements being defined	Identity management and secure access to systems and information will be delivered by the new ICT Strategy through the Strategic Solutions Plan

Priorities for Action – Delivering the Strategy

Strategic Solutions Plan

The delivery of the set of common solutions together with the essential ICT infrastructure upgrades will be integrated into a Roadmap of projects termed the Strategic Solutions Plan, designed to ensure the technologies work together efficiently, avoid duplication and maximise value.

The Total Lifecycle Costs of the solutions will be taken into account for funding calculations, including maintenance and expected upgrades over their useful lifetime to maintain efficient operation. A business communications plan will be implemented, to ensure business engagement and ownership for shared common solutions.

All future ICT projects will be aligned with the approach of the ICT Strategy, delivered as common solutions as far as possible to maintain the benefits of non-duplication, efficiency and economies of scale. (See section on **Governance** in the ICT Strategy.)

Service and Partner Systems

Business critical service systems – such as CareFirst, Capita One and WDM – use corporate functions such as the network, corporate servers, and the standard desktop to support their operation. As new common solutions are delivered these service systems (and systems from Partner organisations) can use these shared Solutions as a cost effective route to more joined-up and partnership working, supporting the sharing of information, automated business processes and joined up customer services.

Objective 3: Reduce the Operational Costs of ICT

Reducing the Operational Costs of ICT

The costs for maintaining and upgrading the corporate ICT infrastructure and business methods will be met from the internal ICT budget where possible. Opportunities will be taken wherever possible to re-invest savings made through ICT improvements in developments to promote further operational efficiencies.

The ongoing effective operation of the business functions of the Council depends to a significant extent on the support of technology. This reliance on technology is likely to grow with time as further efforts are made to achieve efficiencies at reduced costs, to work in partnership with other organisations, and provide a wider range of services and engagement with the local community through a variety of communication channels.

Keeping the Lights On

In these circumstances a key role for corporate ICT is to maintain an effective and reliable technical environment to ensure efficient operation and continuity for the business units of the Council and for Schools, with contingency arrangements for disaster recovery.

The technical environment must provide a transparent, resilient and secure foundation for the Council, operating at a sufficient level of performance such that staff can focus on carrying out their business functions without concern for the technology involved, both within the office and from known remote locations.

Maximise Current Investments

Significant investments in ICT have been made over time by the Council to develop a corporate ICT infrastructure, including the corporate network, email system, a standard desktop environment, a corporate web presence and internet services, and support for flexible and mobile working using Citrix. A sophisticated central Data Centre has been established providing servers and databases to support corporate and service systems, with secure storage and backup facilities for documents and business data. Additional investments have been made for the central government promoted eGovernment programme, and to support the corporate Customer Services Centre.

Like all technical systems the corporate ICT infrastructure needs to be maintained and kept updated. This ensures the value of the original investments is maximised, and that an effective technical environment for the Council can continue to be provided.

Work has started in the Data Centre to update the corporate servers using blade technology and virtualisation, and will continue over the course of the Strategy to improve the corporate storage and backup facilities. Security and encryption will continue to be rolled out, with the target to maintain compliance with the ISO 27001 industry standard. There will be a gradual move towards the use of Thin Clients (to replace desktop PCs), with Councillors being early recipients, and the expectation that this technology will be rolled out more widely in the future to take advantage of its lower cost, faster logon, reduced maintenance, and support for "hot desking".

Corporate servers will have software upgrades to keep their operating systems at a version level supported by the supplier and maintain support for business systems. Server based computing will be developed to extend the benefits provided by Citrix to support mobile and flexible working. A corporate printing strategy will review and implement the most effective print and copy systems for the Council at reduced cost.

New Network

A recent key investment in ICT is for the new corporate network, provided to the Council by an external supplier as a managed service. The new network will be operational in early 2010 and will be extensively exploited to support staff, partners and the public. Much of the planned work on the infrastructure will build on the capabilities provided by the network. Key benefits anticipated include:

- A fast and resilient data and telephony infrastructure to transparently support staff in carrying out their business functions.
- The ability to share services and co-operative working with other Devon local authorities.
- Support for work with partners such as the NHS, enabling DCC staff and partners to work in joint teams effectively in shared locations and partner offices.
- Support for the local economy and Small and Medium Sized businesses in Devon.
- Support for a flexible accommodation strategy and Council office rationalisation.
- Support for opportunities to work with the South West Grid for Learning.

Balanced Resources

As new common solutions are delivered they will be added to the corporate ICT infrastructure, to be maintained as part of the Council's centrally managed critical supporting technology. The expectation is that the functionality provided by these solutions will enable a rationalisation of the current large number of disparate systems, allowing maintenance effort to be focussed on what is essential to the Authority and freeing up specialist ICT skills to deliver further solutions to fresh and changing business priorities.

Service Management

As well as technology the delivery of ICT depends on a range on internal business methods to support operations and liaise with business customers on ICT services. Work will continue over the course of the Strategy to develop a best practice framework of ICT internal business methods to maintain an excellent quality of operations and customer service – guided by the ITIL service management approach⁸.

For schools, ScoMIS plans to implement real-time reporting to parents, and develop involvement with schools in teaching and learning strategies.

Service Delivery Models

ICT will take full advantage of the various service delivery models that are now available and investigate those becoming available such as the Government G-Cloud. Delivery mechanisms such as the traditional outsourcing, alongside up and coming models software-as-a-service, infrastructure-as-a-service and hardware-as-a-service will be considered.

ICT Strategy 2006-2009 - Achievements and Future Implications

Technology Innovation

Work Package (2006-2009)	Achievements / Progress to date	Implications for Corporate ICT Strategy (2010-2015)
Data & Voice Network Review	New network procured, to support data and voice communications – available for use by partners and to support local business	See Priorities for Action
Technical Architecture	Significant progress with server virtualisation and Citrix - further developments planned	See Priorities for Action
SAN Implementation/ Development	Corporate storage solution implemented	Further developments are planned for corporate storage and recovery as part of essential infrastructure maintenance



⁸ ITIL (the IT Infrastructure Library) provides a cohesive set of best practices drawn from the public and private sectors internationally, to form the most widely accepted approach to IT service management in the world.

Priorities for Action – Delivering the Strategy

Essential Infrastructure Maintenance

Existing core ICT infrastructure systems will be brought up to date to continue to deliver a good quality of service appropriate to the needs of the Council.

Network

All possible steps will be taken to promote the maximum use of the new network for the benefit of staff, partners and the public.

Technical Architecture

An effective Technical Architecture will be implemented to guide the maintenance of the technical environment, to appropriate industry standards in line with business requirements.

Service Management

Internal business methods will be developed in line with ITIL standards, to support excellent ICT and ScoMIS operations and service delivery to business staff and schools.

Benchmarking

Costs of maintaining the corporate ICT infrastructure will be monitored and assessed against external benchmarks to confirm that the service provides value for money.

Service Delivery Models

Service delivery methods will be reviewed and where services need upgrading or new services provided, all delivery models will be considered.

Create a Culture for Success

Deriving the most benefit from the use of technology requires business involvement with and ownership of technical solutions. ICT and business staff working together is an essential requirement to promote the successful delivery, take-up and sharing of solutions which deliver key business requirements shared across the Authority, to maximise the value of our technical capabilities to the Council, its partners and, above all, the people of Devon.

Business Engagement

Business Staff

Effective engagement and mutual understanding between ICT and other Council staff is crucial to develop a business culture which embraces and champions the effective use of technology based solutions to deliver significant business needs.

Business Ownership

Common solutions that can deliver requirements shared across the Authority require investment on a corporate basis, potentially with input from multiple services. To maximise the benefits from this investment each solution needs clearly identified business ownership for all its elements - technology, information and business process. These business owners will be in a position to take responsibility corporately for overseeing the business value the solution offers to the Authority, facilitating the resources for the solution to be effectively deployed and maintained over its lifetime so that it can continue to deliver business value across the Authority.

Business Change Managers

Effective technology enabled projects are fundamentally business change projects. Business change is difficult, and its impacts go significantly beyond learning how to use a new piece of software. By their very nature the impact of the common solutions at the core of this Strategy is Council wide, and goes even further to include partner organisations. To be successful this scale of change must be appropriately managed.

Business change managers are fundamentally business focussed, recruited from the business with a detailed knowledge of business organisation and culture with effective communications skills to promote the effective use of shared common solutions and new technical capabilities to all levels of the Authority. The change management role must be an integral part of their normal responsibilities with dedicated time provided, and linked into existing business management processes. As common solutions will be used across the Authority each service needs a designated business change manager to maximise the value it receives from these new technical capabilities, ensuring staff are ready and

Corporate ICT Strategy - 2010-2015

changes are integrated smoothly. When business processes cross services a single change manager will be identified to ensure the process is kept consistent and effectively streamlined.

To maintain a co-ordinated approach while keeping close links with the business, change managers will be managed by service senior management with a joint reporting responsibility to the Change Enabled by Technology and Information governance body, enabling best practice to be shared within the overall Governance arrangements.

Each change manager will work closely with the ICT Programme Management Office to promote desired business values within the scope of the solutions delivery programme, and to identify and measure the value actually delivered.

Business Partners for Business Solutions

To provide real business value and be shared widely common solutions must reflect agreed common requirements across the Council. To this end staff across the Authority collaborated extensively to produce the common requirements reflected within the ICT Strategy, on which the common solutions delivery plan is based. To continue to provide value this collaboration and partnership of staff across the Council will be maintained.

To be successful complete business solutions require the combination of well-structured business processes, with effective information strategies and protocols supported by appropriate technology. The Strategic Intelligence, Organisational Development and Workforce Development teams in particular have expertise in these areas and provide a range of skills to complement the technology expertise of ICT staff in the development of effective solutions. Steps will be taken to ensure that this combination of approaches is made best use of in the development of common solutions that meet business needs.

ICT Strategy 2006-2009 - Achievements and Future Implications

Organisation

Work Package (2006-2009)	Achievements / Progress to date	Implications for Corporate ICT Strategy (2010-2015)
Ensuring effective use of technology within the wider organisation	Discussions have been carried out between ICT and business staff on the most effective use of technology	A strategy of engagement between ICT and Business staff is promoted by the ICT Strategy, identifying Business Engagement and Ownership as essential to make effective use of technology
Review the role of service teams in delivering business transformation across the Authority and ensuring effective development and use of corporate solutions.	Discussions have been carried out between ICT and business staff on the development and use of corporate solutions.	The ICT Strategy promotes organisational and cultural change to involve business staff in the delivery of the Process and Information aspects of common solutions, in Business Ownership of the solutions, and Business Change Managers to maximise take up and benefits realisation.

Priorities for Action – Delivering the Strategy

Engagement and Ownership

An effective engagement process will be implemented with key stakeholders and Council staff. The aim is that consultations to complete the ICT Strategy will promote and strengthen effective ongoing structures and processes that involve business staff in the full realisation of business benefits from the use of technology.

As part of the delivery of the ICT Strategy, business ownership will be identified for each of the common solutions. A group of Business Change Managers are to be identified to act as a bridge between ICT and business staff and facilitate the development and take up of common solutions.

Business Partnership and Collaboration

Collaboration between ICT and business staff will continue to ensure that solutions continue to reflect common requirements as they evolve with future business priorities, and that business strategies are informed by the capabilities that technology can offer.

Staff who are knowledgeable and expert in business processes and information management across the Council will be requested to work in partnership with ICT staff to refine business processes and design Information standards and protocols to complete the development of the common solutions framework.

Business Communications

An effective Communications plan will be put into action to ensure that business staff at all levels are kept informed of progress with implementing the ICT Strategy and the delivery of common solutions. Business staff will have the opportunity to suggest improvements to the process and report problems.

Business Take-Up of Common Solutions

Over time the “toolbox” of re-usable common solutions will be built up to deliver key common business needs. The availability of these solutions will be publicised to staff at all levels to inform business planning with the latest technical capabilities and to foster effective take-up to deliver value back the Council as a return on investment.

Governance decisions on ICT investment will be informed by and promote use of these common solutions.

Governance

Effective governance ensures that investment in ICT provides business value and is directed by the Council's business strategy. It is implemented through a collection of processes covering two main areas that link ICT strategy and investment to business strategy, and policies and standards to effective outcomes:

Governance of demand - primarily a business responsibility - to validate the strategic alignment of ICT, decide ICT investments, agree what new initiatives to support, and define how the business value expected from ICT is best realised.

Governance of supply - the policies, strategies and standards to direct the effective provision of ICT.

Strategic Principles

To ensure the Council receives best value from the procurement and use of ICT, corporate leadership has agreed a set of nine Strategic Principles to be used in:

- Corporate ICT governance bodies and decisions on ICT investment
- Business cases for ICT investment, procurement and new initiatives
- The design of technical strategies and solutions
- The design of programmes and projects.

Strategic Principles:

1. Support Sustainable Communities and Effective Organisations.
2. Promote Personalisation and Participation.
3. Support New Ways of Working and Learn from Best Practice.
4. Lead Business Transformation through Strategic Investment.
5. Combine Information, Technology and Process with Culture Change.
6. Manage Information as a Corporate Asset.
7. Re-Use Before Buy, Buy Before Build, Buy and Build For Re-Use.
8. Secure Information and Systems to Maintain Trust.
9. Use Supplier Partnerships to Promote Strategic Goals.

Agreement on the importance of governance between ICT and business managers is an essential foundation for successful business use of ICT. The Governance arrangements now in place are outlined in the following points and summarised below in **Table 3**.

The Governance bodies which ensure ICT is guided by the Council's business strategy:

- The **Cabinet** (Councillors) and **Corporate Leadership Team (CLT)** provide validation for the fit of the ICT Strategy with the Council's strategic direction, and of the overall financial approach.
- The **Programme Review Board (PRB)** is the top level board of business directors, chaired by the Chief Executive, responsible for the overall business use of ICT and able to act as effective champions of the corporate ICT governance process.

Governance arrangements to ensure all parts of the Council take advantage of the value available through the ICT Strategy and effective use of ICT and ensure synergy with service based ICT:

- The **Change Enabled by Technology and Information (CETI)** group provides business co-ordination of the strategic use of ICT, Information and Organisational change processes. The group can act on behalf of the PRB as champions for the ICT Strategy and common solutions approach to service colleagues and co-ordinate the work of the Business Change Managers.
- **Business Owners** are responsible for the continuing business value the use of common solutions delivers to the Authority.
- The **Business Change Managers** have a very important role bridging between business staff and ICT, promoting the effective use of technology to support business change.

Governance arrangements to ensure that ICT operates efficiently and effectively to deliver business value while maintaining business continuity:

- The **ICT Senior Management Team (SMT)** is responsible for creating the ICT Strategy, overseeing the delivery of common solutions and balancing staff resources between maintaining business continuity and delivering effective solutions to new business priorities.
- The **ICT Technical Architecture Board (TAB)** consists of ICT technical managers and enterprise architects, capable of giving expert advice on technical strategies and standards and responsible for the technical design of common solutions.
- The **Programme Management Office (PMO)** is a centre of expertise to support the Governance process, working with Business Change Managers to identify benefits delivered by a framework of common solutions, liaising with the Strategic Solutions Programme manager, and advising project managers on strategic technical issues.

Table 3: ICT Governance Arrangements

	CABINET CLT	PRB	CETI	Business Owner	Business Change Manager	ICT SMT	ICT TAB	PMO / Programme Manager
ICT Strategy	Approve ICT Strategy align with business	Regular validation and review of ICT strategy	Review and promote ICT Strategy	Provide input to Strategy for business area		Create Strategy	Implement ICT Strategy	Implement ICT Strategy
Strategic Principles		Approve - use Principles to guide decisions on ICT investment	Use Principles to guide decisions on ICT investment	Use Principles to guide decisions on ICT investment	Ensure Principles are adopted for technical planning in Directorates	Incorporate in ICT Strategy - use Principles to guide ICT investment	Use Principles to guide technical decisions and design choices	Advise projects on adoption of Strategic Principles
Funding / Invest in ICT	Approve overall investment and funding approach	Review expenditure on Common Solutions	Foster shared investment by Directorates in Common Solutions	Facilitate funding for Common Solutions		Bid for and balance funds between Operations and common Solutions	Assist to create bids for new technical capability	
Business Value		Review business value delivered in context of overall business strategy	Communicate business value to Directorates, share knowledge between Directorates	Responsible for business value expected from Common Solution	Identify value delivered to Directorate by Common Solutions	Use business value to direct Strategy and technical solution delivery	Use business value to direct solutions design	Report on benefits delivered, with Change Managers
Culture For Success		Champion the ICT Governance process to manage delivery of business value	Business champions for the ICT Strategy across the Council; co-ordinate Change Managers	Business Champion for their Common Solution	Bridge between business and ICT for take-up of Common Solutions	Ensure ICT staff committed to Strategy	Understand business context of technical solutions	Support the Governance process
Build for the Future - Common Solutions	Approve overall approach to Common Solutions	Reviews progress on implementing Strategy and Common Solutions	Champion delivery of the ICT Strategy and common solutions to Directorates	SRO for Common Solutions	Promote take-up of Common Solutions in individual Directorates	Promote use of Common Solutions for requirements for ICT	Define the Common Solutions Roadmap	Manage delivery of Strategic Solutions
Maintain Operations Efficiency		Advise on business continuity and operational capability required by the Council	Review operational efficiency delivered			Manage resources to maintain operational efficiency	Ensure technical infrastructure is properly configured	
Technical Strategies/ Standards		Approve overall technical approach in line with business needs				Promote and approve tech. strategies and standards	Create and maintain technical strategies and standards	Advise projects on technical strategies
New Initiatives/ Projects		Governance to assure compliance and grant exceptions				Promote Common Solutions, allocate staff	Review projects from tech and Architecture perspective	Advise projects on Common Solutions

Corporate ICT Strategy - 2010-2015

ICT Strategy 2006-2009 - Achievements and Future Implications:

ICT Governance

Work Package (2006-2009)	Achievements / Progress to date	Implications for Corporate ICT Strategy (2010-2015)
Corporate Governance of ICT	Governance structure has been successfully implemented	See Priorities for Action
Governance of ICT service Operations	ICT Operational governance champion in place	Maintaining Operational efficiency is a core theme of the ICT Strategy – as key business functions increasingly rely on support from technology. Ongoing development will include: <ul style="list-style-type: none"> • Implementing ITIL based service processes for key functions such as Change Management • System lifecycle management and upgrade control
Governance of ICT Technology & Application Standards	A comprehensive range of Technical Strategies and Standards are being developed	The Technical Strategies and Standards will be reviewed and kept updated to support the ICT Strategy, defining the future Technical Architecture proposed for the Council.



Priorities for Action – Delivering the Strategy

Corporate Governance of ICT - Structure and Responsibilities

The ICT Governance structures and processes will be reviewed and adapted as necessary to ensure they are functioning appropriately, to direct investments in ICT to support the Council's business strategy and provide business value.

Appropriate steps will be taken to ensure all participants in ICT Governance are aware of their roles and responsibilities, and are able to make use of the nine Strategic Principles agreed by corporate leadership to guide decision-making.

Ongoing development will include:

- Promotion of business ownership and engagement with technology to deliver business priorities.
- Formalisation of arrangements between Service Directorates and Corporate Governance.
- Regular reviews of the ICT Strategy delivery – to confirm ROI and business value achieved from use of common solutions.
- Integration of ICT Governance arrangements with partners, such as the NHS.

Priorities for Action – Delivering the Strategy

Governance of ICT Technology and Applications Standards

Formal governance structures and processes will be set up to implement and maintain the ICT Technical Architecture design, Strategies and Standards.

Governance of Requirements for ICT Development and Procurement

All business requirements for ICT will be delivered as far as possible using existing or new common solutions defined in line with the Strategic Principles, to:

- Maximise the return on investment in ICT.
- Provide the greatest business value and agility to the Authority.
- Avoid piecemeal development and uncontrolled proliferation of systems.
- Make the best use of specialist and expensive ICT technical staff.

If in a particular case

- A common solution is not considered possible, and
- It is thought that the requirement is business critical for the Authority.

The development or procurement of an alternative unique solution must be agreed through **Corporate Governance** (PRB), to confirm the exceptional status of the requirement, and put on record that the solution may not offer the benefits of economies of scale and re-usability.

Specialist ICT staff will be involved in the procurement, design and implementation of the solution in both cases to provide expert advice on the best use of ICT for the Council, and to ensure the continued integrity and security of the Authorities' core information and technical capabilities.

ICT Service Organisation

In 2007 the corporate ICT service was completely remodelled, to implement one of the key aims in the 2006-2009 ICT strategy. The outcome of the remodelling was to provide three main groupings of staff:

1. To maintain current technical systems and develop new systems.
2. To enhance internal business methods, and monitor service delivery performance to customers.
3. To foster business partnerships and the innovative use of technology.

This new structure removed historical barriers between groups of ICT staff, established a set of technical managers to provide technical leadership, and focussed staff resource to develop industry standard internal business methods. It also released staff to work at a strategic level with business staff, to develop a new understanding on how to bring ICT and the business closer together to develop the effective use of technology in delivering business solutions.

The 2010-2015 ICT Strategy is designed to provide clear organisational direction to maximise the value ICT can deliver in the future, to embed new ways of working to achieve efficient and effective delivery of technology and realise the business value ICT can offer. Focusing on the delivery of an agile framework of common solutions based on shared business requirements will promote a balanced use of resources, streamlining maintenance effort and releasing skilled staff to generate additional value and support business change.

ICT Staff Competencies and Skills

Working with business staff to identify shared business requirements, create common solutions and support business change is an ongoing process which requires ICT staff to make use of a set of skills and competencies consistent with best practice in the use of new technologies and business methods.

The objectives of the skills and competencies will include:

Leadership

Develop and maintain a strategic vision for ICT within the overall strategic direction of the Authority.

Business Partnership

Maintain an effective partnership with business staff at strategic and operational levels, as an expert adviser on technology solutions for business priorities.

Supplier Relations

Manage relations with key strategic suppliers of technology and business systems to add value to the Council.

Solutions Design

Create and maintain technical strategies and standards to support the design and delivery of common solutions and core operations to support business continuity.

Collaboration

Work with Council Information and Business Process experts, Business Owners and Change Managers to deliver complete business solutions.

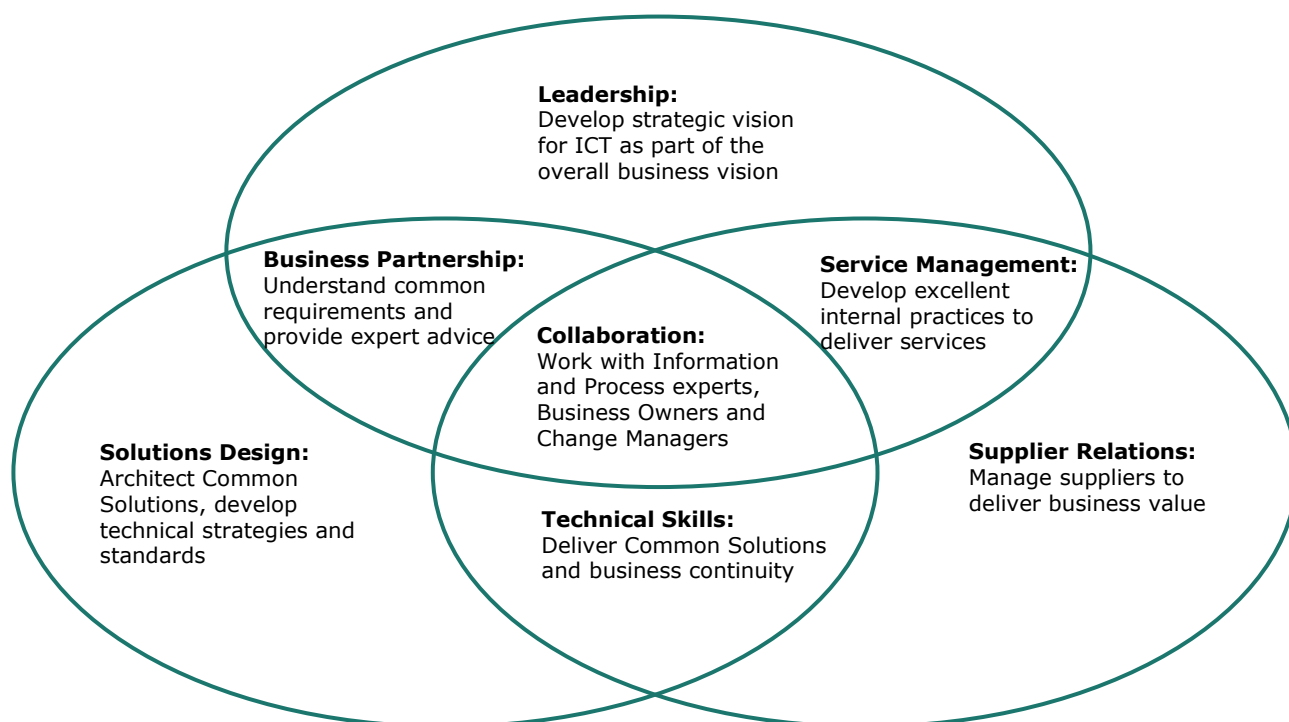
Service Management

Develop and maintain a best practice framework of ICT internal business methods to support delivery of common solutions and ICT services, to maintain an excellent quality of operations guided by the ITIL service management approach⁹.

Technical skills

- Security controls for system access, mobile personal devices, and information sharing – encryption, authentication, identity management.
- Corporate leadership of information and service delivery - Enterprise document management, collaboration, person data matching, relationship management.
- Mobile and remote and partnership working – network, server based computing.
- Business intelligence and management information systems.
- Corporate integration between computer systems to share information and processes for front office staff – middleware, portal technologies, business process.

Figure 5: Key Skills and Competencies for Corporate ICT Staff



⁹ ITIL (the IT Infrastructure Library) provides a cohesive set of best practices drawn from the public and private sectors internationally, to form the most widely accepted approach to IT service management in the world.

Balancing Resources / Portfolio Management

A key aim of the ICT Strategy is to promote the balanced use of resources between the demands of maintaining operations and supporting business change. A Portfolio approach groups together related activities for efficient management and the clear allocation of resources between services, which fits well with the common solutions approach.

Each shared and re-usable solution will be developed as part of a portfolio of common solutions by clearly defined groups of technical staff working on building future capabilities. Instead of individual solutions for individual requirements, solutions are grouped and shared as much as possible – shared server platforms, shared database environment, shared document management, shared collaboration, common integration platform etc - to support multiple business functions across the Authority giving economies of scale and enabling streamlined maintenance. Once delivered, the common solutions will be managed and maintained as a service by another clear technical group responsible for maintaining the portfolio of operational systems.

The portfolio of common solutions will provide a flexible and agile framework, a box of tools, which will give technical staff supporting business change a clear head start in putting together fresh configurations to deliver solutions to new requirements. In the same way as for maintenance, staff productivity will be maximised.

Staff Sourcing Strategy

Currently the majority of ICT staff resource is required to maintain operations, and these demands are growing, they will need to be agile and flexible to meet the needs of the Council. Appropriate training will be given where needed to enable staff to move to where the work is. In addition, an approach to sourcing staff will be defined which maintains business continuity while providing resources to build common solutions.

The allocation of resources to maintain operations will be reviewed to ensure alignment with appropriate best practice standards.

Smartsourcing / Multisourcing

A more comprehensive approach to taking advantage of different delivery models for ICT will be taken on behalf of the Council. Potential to enter into Smartsourcing / Multisourcing partnerships with external service providers to access their specialist skills and resources will be investigated. This will provide economies of scale to manage down costs and increase technical innovation in the delivery of common solutions. These strategic partnerships will be managed with the Council in clear control but working collaboratively with organisations who have experience in desired future capabilities to build the strategic solutions required by the Authority. This approach is in line with the

Strategic Principles in **Table 2**, and will be based on a clear sourcing strategy linking the partnerships to the desired business outcomes.

Strategic Suppliers

ICT staff have developed ongoing working relations with suppliers of key corporate technical systems, notably Siemens, Microsoft and Oracle. As the common solutions are developed these contacts can be extended and other key corporate suppliers identified. These supplier relationships will be managed to best contribute to common solutions and core operations for the Authority.

High profile service systems including CareFirst, Capita One and WDM use corporate technical functions such as the network and computer servers, and over time are likely to use more common solutions, such as Records Management. ICT will develop effective working relationships with the suppliers of these systems to integrate their functions with the core technologies and common solutions of the Council, and to act as specialist internal advisers to services on the best use of ICT.

Public Sector Partnerships

Significant numbers of Council staff regularly work in joint teams with partner organisations, such as Adult Care with NHS staff. Over time increasing numbers of Council staff will be involved in partnership working, given the importance placed on partnerships and shared services.

Potential partnerships in the future may entail local District and Unitary authorities taking advantage of economies of scale by co-operating with the County on shared central services, such as Finance, Payroll and Security, or joint procurement of new facilities. In addition co-operation between Districts may be assisted by the technical capabilities of the new Network delivered by the County.

Initiatives such as **Total Place** envisage a range of local public, private and voluntary sector organisations working together to deliver efficiencies and transform services for local residents. This crossover between partnership working and focus on the local community is reflected in the Devon Sustainable Community Strategy, which declares its role as “...to set out the strategic vision for a place... creating sustainable development at a local level”. This vision is expressed in the Local Area Agreement, describing a range of partnership initiatives to deliver shared priorities derived from the themes of the Community Strategy.

ICT will take steps to enable and support public sector partnerships as an essential part of facilitating the delivery of the Council’s strategic priorities.

Corporate ICT Strategy - 2010-2015

ICT Strategy 2006-2009 - Achievements and Future Implications: ICT Organisation

Work Package (2006-2009)	Achievements / Progress to date	Implications for Corporate ICT Strategy (2010-2015)
Implement best practice standards	ICT staff are engaged in reviewing the use of ITIL standards.	Best practice ICT services are essential for the Council to maximise the benefits of technology, and will be delivered according to service management standards. See Priorities for Action
Create physical organisational model based on 9 core best practice Competencies	In progress	The ICT Strategy promotes a set of Key Skills and Competencies for staff as part of ICT organisational development. See Priorities for Action



Priorities for Action – Delivering the Strategy

Strategy Implementation Team

Strategic staff in ICT will continue to build an ongoing strategic partnership with business staff, develop the ICT Strategy and keep current the Common Requirements and Solutions Vision. The ICT Technical Managers and subject matter experts will maintain and update the Technical Strategies and Standards in line with best practice to deliver Strategic Solutions and the ICT Strategy.

Service Management Standards

Best practice ICT internal services will be implemented in line with ITIL standards, supported by a suitable service management tool.

Staff Competencies and Skills

The necessary means will be established to equip ICT staff with the core skills and competencies consistent with best practice in the delivery and use of technology, and as expert advisers on technology enabled business solutions.

Portfolio Management

Portfolio management techniques will be used to support the flexible allocation and management of skilled staff resources. Portfolio management will:

- Provide a clear view of how ICT resources are deployed, working with business staff and system owners to maximise value to the Council
- Enable resources to be moved flexibly between portfolios according to need and demand
- Enable investment to be targeted to business priorities under clear governance arrangements.

Priorities for Action – Delivering the Strategy

Staff Sourcing Strategy

The allocation of staff resources will be kept under review to ensure alignment with best practice standards and benchmarks. Smartsourcing and Multisourcing will be investigated if resource and skills constrain the most effective use of technology for the Council.

Strategic Suppliers

The relationships with key corporate technical suppliers will be managed by ICT to maximise the business value they can provide to the Authority.

Good working relationships will be developed by ICT with the suppliers of key service systems to facilitate the use of shared common solutions as cost-effective extensions to these service systems, enabling the sharing of information across systems and support for joined up business processes.

Expert Advisers

ICT staff will act as internal expert advisers on technology for the services.

Public Sector Partnerships

The delivery of the ICT Strategy and common solutions will be carried out in the context of supporting and fostering partnership working, and from the start will be designed to ensure that maximum technical flexibility is maintained to enable co-operation with a broad range of current and future partnerships.

Effective multi organisation teams using shared accommodation need the support of mutually compatible and linked technical environments. ICT will build working relationships with all partner organisations to set up shared technical environments transparent to location and organisational membership.

ICT Strategy Use and Review

Priorities for Action – Delivering the Strategy

Strategy Reviews

The ICT Strategy 2010-2015 will be reviewed annually with Corporate Governance as part of the Council's normal planning and budget review cycle. Delivery of the managed framework of common solutions will be reviewed at the same time, and progress in delivering the Strategic Requirements measured and reported. Significant changes in corporate priorities will be reflected back in the ICT Strategy and the Solutions delivery plan.

Triggers to review the ICT Strategy between annual reviews:

- Changes to business strategy and corporate priorities that have an immediate impact on common requirements and solutions.
- Radical changes in the budget position of the Authority.
- Mandated work on sharing systems and services with partner organisations.

Normal Usage

The ICT Strategy is designed for regular use by:

- ICT Governance bodies – PRB and CETI
- The ICT Senior Management Team
- The ICT Programme Management Office
- ICT Technical Managers and Enterprise Architects
- All ICT Managers
- Strategists in Information, Workforce and Organisation Development
- Business Change Managers
- Business Owners of shared common solutions

The ICT Strategy is designed for reference by:

- Service Management Teams
- ICT Staff
- Partner Organisations
- Strategic Suppliers

Measure Success

A set of clear measures will be reported to Corporate Governance at each annual review of the ICT Strategy, to demonstrate the value delivered to the Authority by ICT and the effective use of technology over the five years of the ICT Strategy.



Priorities for Action – Delivering the Strategy

THE MEASURES

ICT Organisation

- The proportion of corporate spend devoted to maintenance and support.
- The proportion of corporate ICT business processes based on good practice guidelines such as the IT Infrastructure Library (ITIL).

Solutions Delivery

- The number of shared common solutions that are live and in use.
- The number of applications removed from the portfolio.

Business Value

- Better Value for Money
- All Council expenditure on ICT as a proportion of total Council expenditure.
- The costs of maintaining the corporate ICT infrastructure measured against standard external benchmarks.
- The number of priorities in the Strategic Plan, Community Strategy and service business strategies supported by shared common solutions.

Work Smarter

- The number of discrete business processes across the Council that are automated through shared common solutions.
- The proportion of staff who are supported to work flexibly and remotely.
- Staff user satisfaction survey on the benefits to their business functions delivered by the use of ICT solutions, based on accepted standard methodology.

Priorities for Action – Delivering the Strategy

Maximise Value of Information

- The number of computer systems that are linked to provide shared information.
- The proportion of staff whose details are accessible through a corporate index
- The proportion of children and adults receiving Council services whose details are accessible through a single index.

Effective Partnership Working

- The number of partner organisations that have a shared technical environment with the Council that is used to support joint working.
- The number of shared services delivered with partner organisations.
- The number of back office systems shared with partner organisations.

Improve Citizen Outcomes

- Public user satisfaction survey on web and telephone delivered Council information and services.
- The number of local businesses that make use of Council provided ICT solutions.

Manage Risk

The delivery of the ICT Strategy and the common solutions framework will be safeguarded by a careful analysis of risk, considered at each annual Strategy review.

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Priorities for Action – Delivering the Strategy

THE RISKS			
Risk	Likelihood	Impact	Mitigation
Insufficient funding to develop an effective framework of shared common solutions and deliver the ICT Strategy			<ul style="list-style-type: none"> Strong business case and benefits analysis; Maximise ICT budgets and re-use savings to fund further developments; Use low cost and open-source solutions when possible; Share developments and procurement with partners
Insufficient business involvement and ownership of ICT to meet stakeholder expectations and deliver real business value			<ul style="list-style-type: none"> Comprehensive ongoing engagement plan; Corporate approval and sign-off through CLT and Cabinet; Effective ICT Governance with provision of Business Owners and Change Managers
Insufficient staff resources available to develop common solutions and support change while maintaining business operations, "keeping the lights on"			<ul style="list-style-type: none"> Careful prioritisation of work through Portfolio management; Effective programme management; Collaboration with internal and external partners; Strategic sourcing adopted when it delivers business value
Corporate priorities change sufficiently to modify common requirements and impact on the development of common solutions			<ul style="list-style-type: none"> Annual review of ICT Strategy, Common Solutions delivery and common requirements; Effective ICT Governance; Involvement of Business Owners and Change Managers
Delivery of the common solutions framework exceeds budget and timescales			<ul style="list-style-type: none"> Effective Programme Management; Effective ICT Governance; Involve Business Owners

Funding

Three sources of funding have been identified.

- During 2009-10 funding for significant improvements to the desktop and infrastructure was secured through a bid to the Medium Term Capital Plan (MTCP).
- Existing strategic ICT budgets will be used for the greater proportion of required revenue funding. A shortfall in strategic funding will be made up through
 - Utilising the governance process to reduce total cost of ownership of ICT by focussing directorate and central ICT budgets on County Council priorities.
 - Reducing the cost of ICT operational delivery through modernising ICT through an invest to save to invest methodology (objective 2) and an emphasis on alternative delivery methods (including the opportunities presented by the emerging 'Government ICT Strategy')
- Any remaining shortfall will be considered in line with Council priorities through the governance process and additional bids could be made during the life of the Strategy through the MTCP and the Medium Term Financial Planning (MTFP) processes, supported with appropriate business cases.

Modernising the Network

Funding for a new Wide Area Network (WAN) was secured in 2008-09 as part of the implementation of the previous Corporate ICT Strategy. Implementation is proceeding. Improvements to Local Area Networks to implement WiFi connectivity in support of flexible and mobile working will follow on during the lifetime of this Strategy. This is part funded by the Capital fund set aside during 2009-10 to assist with the modernisation of the desktop and infrastructure. Additional bids will be made through the Medium Term Capital and Revenue Planning processes (MTCP, MTFP), supported by appropriate business cases.

Modernising the Desktop

Funding for improvements to the desktop was secured during 2009-10 through the Medium Term Capital Planning process. Existing ICT budgets will provide revenue funding where capital funds cannot be used.

Modernising the Infrastructure

Implementation of improved data archiving and storage facilities, together with the first phase of integrating applications, can be funded from the MTCP bid in 2009-10 with support from existing ICT budgets. Additional bids will be made through the MTCP and MTFS during the life of the Strategy.

Mobile and Flexible Working

Improvements in Mobile and Flexible Working will be funded through existing ICT budgets and supported bids through the MTCP and MTFP processes.

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