

IT Strategy 2009 - 2012

IT Strategy Development Process

Introduction

This section describes the process by which the strategy was drawn up, and the conclusions from the consultation exercise to determine the expectations and priorities for the strategy

Process

The IT Strategy is produced in a 3 year cycle. The previous strategy spans 2006-10, so this is the next major re-issue.

Before drafting the strategy, an extensive consultation exercise to build a definition of the requirements for the strategy was conducted. The purpose was to elicit views on business areas in which IT is expected to provide support or enablement, and their relative priorities, rather than views on technical solutions.

The consulted included Directors, other key staff and members. A list of the groups consulted is attached as Appendix one.

The paper which was used as the basis of discussions is attached as Appendix Two.

The detailed themes that emerged from this consultation are set out in Appendix Three.

Following further consultation on the draft, the final strategy will be presented to Cabinet for consideration and formal adoption by the council.

Appendix One

People involved in the consultation

Directorate Management Teams

Strategic Management Team 15 June 2009

Children & Young Peoples management Team 20 August 2009

Environment Services Management Team 25 August 2009

Environment & Regulation Directorate Management Team 16 September 2009

Community & Adult Services Management Team 7 October 2009

Members

Corporate Policy Development Group 16 September 2009

Staff focus groups

Dawn Rogers	Comms and ICT support officer, Children's Services
Alban Milroy	ICT Security Officer, Service Support
Chris Timmins	Legal Practice Manager, Legal Services
Jim Harris	Property Services Manager, BS&FM
Stephanie Wade	Customer Relations Officer, Passenger Transport
Sally Carroll	Internal Communications Manager, Corporate Comms
Stewart Harris	E-learning Coordinator, Corporate Development
Sarah Poppy	Senior Archaeologist, Environment Policy & Projects
Kev Adams	Programme Manager, CS & T
Jane Sellers	Climate Change and Environment Manager
John Peacey	Energy Manager
Rob Howard	General Adviser: Art and Design
Peter Wilkes	ICT Development Manager, Property Commissioning
Ed Cearn	Project Manager, New Communities
James Bowen	Project Manager, New Communities
Matthew Godfrey	Web Project Manager, Direct Channel Strategy
Phil Maud	IT Systems Auditor, Audit, Scrutiny and Information Governance
Sandra Taylor	Web Project Manager, Channel Development Team
John Platten	Web Project Manager, Channel Development Team
Claire Julian	Energy Officer, Procurement
Laura Hannant	Assistant Energy Officer, Procurement
Robert Day	ICT Manager, Libraries
Jean Twine	Cambridgeshire.net System Administrator
Maggie Brown	Engage Project coordinator, Community Learning and Dev
David Jordan	Web Project Manager, Channel Development Team
Gemma Manchett	Administrator, Cambridgeshire Learning Disability Partnership
Samantha Wilson	Business Change Manager
Charlotte Daniels	Information and Service Development Manager, OCYPS
Matthew Nall	MIS Programme Manager, Education ICT Service

Contributors by email

Drew Wallace	Project Delivery Manager, Highways & Access
Brian Ashwood	Park & Ride Team Leader
Damian Hemmings	Climate Change Officer, Environment Policy & Projects
Andy Chatfield	Manager, IHMC Operations & Network Coordination
Maggie Brown	Engage Project Coordinator, Community Learning & Development
Mick Woods	Intelligent Transport Systems Project Engineer
Jacqueline Wieczorek	Librarian (Information Team)

Appendix Two

Discussion paper used for consultation

Consultation Paper on IT Strategy Refresh

PURPOSE

The purpose of this item is to identify: business drivers to which the IT Strategy must respond; expectations of IT Strategy; and relative priorities for these. These will inform the process of generating a revised corporate IT Strategy for the next three to six years.

BACKGROUND

The process of IT Strategy development

We are at a pivotal point with our use of IT. In recent decades we have come to rely absolutely on IT for communication, information and transactions. There are expectations about the speed and availability of IT systems, and their role in transformation. We have reached this position through an incremental process; the IT Strategy has effectively been a response to the technology environment and known needs for business systems.

We are also facing a period of perhaps unprecedented austerity, so we need to be realistic about the choices we can make and rigorous in our investment decisions. In a time of increased financial constraints where we inevitably need to do more with less the only realistic way of achieving this is to use technology to an even greater extent, including the use of electronic channels and automated workflow to drive down the costs of service delivery.

The IT Strategy is produced in a 3 year cycle, and the existing strategy spans 2006-10 therefore we are now beginning the process of producing the new strategy.

We have begun the consultation process for the new strategy with a "Spring Special", launched in February. A paper to SMT on 15 June, which elicited discussion on the type of organisation we want to be, our relationship with our customers, and the way we work.

We are now seeking further input through a series of discussions with Executive Directorate Management Teams and focus groups.

Some characteristics of where we are now

The way we work internally

Business systems investments

We have major commitments to big systems: OneServe; Capita One, SWIFT, Insight, E-Business. We already rely on these, but they all could deliver much more in terms of information sharing, rationalisation, and ways of working.

Universal systems investment

Our toolkit includes collaboration and business process tools: EDRM, CRM, workflow, meet-me conferencing, application sharing, SharePoint.

Remote and mobile technologies

We use Netilla, BlackBerries, cellular telephony, 3G, and wireless local area networks. Our major suppliers offer mobile options to take them out of the office.

The way we work

Has begun to be changed through WorkWise and remote and mobile access.

How we transact with citizens

User expectation

Citizens have become used to 24 hour banking and shopping. Users are looking for reliability and availability outside and inside “office hours”. Fast systems that don’t make them wait. Systems that will be restored quickly in an emergency.

The e-community

Social networking and collaborating over the Internet, characterised as Web 2.0, is generating new possibilities and expectations about how we transact with customers and staff, and fuelling a re-think of how communities of all types are engaged and maintained.

Transformation

Transactional transformation has already begun, with the contact centre, web site, and intranet site.

How we work with the rest of the public sector

Links for public sector partnership working

We have a link to the NHS network, and approval for connection to the Government Secure Extranet. We already exchange information, sometimes sensitive, between partners and with the public.

The digital communications infrastructure

We have a county-wide fixed and mobile network connecting ourselves and partners. We already blend private (CCN, NHS network) and public (Internet, cellular telephone and G3) networks. The CCN contract expires in 2012, and a project has begun with partners to look at the purpose and scope of its replacement.

Inescapable drivers

There are a number of external factors which we need to take into account in formulating the strategy:

- The resources available to the authority will become increasingly constrained, and cost justification will need to be correspondingly rigorous.
- We have an increasing duty to maintain the integrity and security of the information we hold about citizens, while at the same time we must share information where it will improve service and safeguard individuals.
- The resilience of IT systems will be essential to the maintenance of service as our reliance on IT continues to increase.
- Requirements dictated by national agendas, such as Personalisation; Electronic Social Care Record; Integrated Children’s System; Contact Point.
- CAA expectations for partnership service delivery.

WHAT THE ORGANISATION WANTS FROM THE STRATEGY

From intelligence received so far, the following is an analysis of what we believe the organisation is seeking from the IT Service, and therefore what should be built into the strategy.

Making systems available when they’re wanted

- Extending hours for the public (08:00 to 20:00 Monday to Saturday?)

- Extending hours for staff (24/7?)

Sharing knowledge

- Making all of the council's knowledge available to anyone who wants to, and is entitled to, have it.

Keeping confidential information safely

- Restricting system access to authorised people.
- Making information inaccessible if it falls into the wrong hands.
- Being able to transfer information safely between and within agencies.

Quality service anywhere

- Ability to connect to the council's voice and data network from anywhere people are expecting to work, with an adequate quality of service.

Tools to do the job

- Equipment and systems sufficient to do the job.

Knowledge that systems will be restored in the event of a disaster

- Published information on how long each system and service will take to recover in order that Business Continuity Plans can be made.

Efficiency

- Best use of IT resources; exploiting existing and future investment.
- Focussing staff skill sets; technical skills and user skills.
- Use of IT to slim, streamline and transform business processes.

Championing innovation

- Identifying new technologies that can support transformation of the business.

Enabling modes of working

- Allowing flexible work patterns: staff working a variety of full-time and part-time hours, and from a variety of locations: office, home and on the move.

Single way in to multiple systems

- Joined-up services to citizens
- Single data entry for multi-disciplinary staff.

Helping to meet the economic challenge

- Delivering systems which will reduce cost through automating and streamlining processes.

Integrated "macro-system"

- Automatic cross-population of systems that are functionally linked, such as all financial processes and E-Business, citizen transactions and CRM, social care and health systems.
- Can improve both processes and service, but are often complex and expensive.

CONCLUSION AND ACTION REQUIRED

We're not building a wish list. We don't have the resources to provide the best of everything; there are trade-offs and choices to be made regardless of the nature of our vision. Bearing this in mind, and in order to inform the next stage in formulating the authorities IT Strategy, the team are invited to:

- Comment on whether Section 2.3 is an accurate reflection of the business requirements from the strategy, and add any drivers for the Service which are missing.
- Comment on whether Section 3.0 is an accurate reflection of the business requirements from the strategy and indicate any areas that are missing.
- Express a view on the relative priorities of the different areas.

Appendix Three

Summary Feedback from Consultation

Corporate Policy Development Group

- Essential for the Strategy to reflect the increasingly difficult financial climate. Members suggested that the Council should not seek to innovate by investing in previously untested products and systems; rather, it should use tried and tested, older and hence cheaper versions, prioritising reliability.
- Residents' experience of the services provided by many private sector organisations could mean that they had raised expectations of what the Council could offer. This could be especially true in a relatively high-tech County such as Cambridgeshire
- Should focus on what was needed to support the public, members and officers, particularly in terms of statutory roles and responsibilities
- It should not be assumed that the public expected the Council to make use of new forms of communication such as blogs, social networking sites, Twitter and YouTube, especially since these could be passing fads; the Council should consult to find out if they were wanted and would be used
- It might be necessary, especially given financial constraints, to accept that the Council could not and should not match the on-line transactional services and range of communication forms offered by the private sector
- It was also important to continue to ensure that services were accessible to people who did not have access to or chose not to use the Internet and other technologies. technologies should not replace face-to-face contact, for the public, member or officers, since this could be invaluable with its accompanying nuances of tone and body language.
- local authorities, both locally within the County and nationally through the Local Government Association, should negotiate jointly with suppliers to achieve contract savings and efficiencies.
- access to sensitive and confidential information should be on the basis of restrictive 'privileged access'. Members also commented that greatest care was needed with memory sticks and other downloading devices, which were a recurrent factor in security breaches.

Directorate Management Teams

- Rationing and prioritisation needs to be linked to LAA and organisational priorities and vision of the type of organisation we want to be, and costs.
- Need to take stock of the impact that technology has already had – increased time at a computer screen rather than working with service users, email overload, expectations of instant response. Need to manage this for the future.
- If we expect people to use IT to contact us, it must be available to them – not all citizens have access to the Internet, email etc all the time.
- Imperative on reducing cost/saving money.

- Training needs to be included.
- Link to Schools IT? This is one of the inescapable drivers.
- Requirement for communication with partners, e.g. Police, NHS, for secure exchange of personal information, and closer partnership working.
- Need to ensure transformation and other benefits are derived from investments and developments, through training, culture change and process improvement, e.g. WorkWise, Electronic Document & Records Management (EDRM).
- 'Corporate Obedience', and associated culture, required to realise benefits of standardisation, rationalisation etc.
- Mobile working will be key to efficiency and service improvement.
- Recognition of limits of support out of hours, and resilience within hours; 24/7 service to public unrealistic – we are unlikely to be able to afford to support it.
- Approach should be specific about how innovative/ leading edge we intend to be.
- Authority-wide governance required for rational decision making

Focus Groups

Remote & flexible working

- Need to link flexible working, office opening and IT support hours.
- Consistent application of flexible working policy required.
- All applications should be available remotely, if we have an expectation that staff will work remotely, with sufficient capacity and on a variety of home platforms.
- More support for home IT needed for remote working.
- Roll out of audio conferencing to reduce travel times.
- Beware pressure to increase working hours or damage work/life balance.
- Take account of increased energy use from extending office hours.
- Better use of EDRM to make all documents available remotely.
- Full range of facilities should be available wherever we expect people to work, including telephones.
- Younger people may be difficult to recruit and retain if expectations for remote and flexible working are not met.

Leadership, standardisation & procurement

- Standardisation is generally a good idea, but there is a trade off between this, and having the best tools available to do the job
- Some services may require equipment and software which is beyond the corporate standard – case for a customised or two-tier service.
- Standard issue equipment must be fit for purpose.
- Environmental impact should always be considered in procurement.
- Interim solutions are needed where standard solutions are not yet available.
- Procurement should include information sharing implications.

- Corporate ownership should be clarified, and rationalised to include MFDs, BlackBerries etc.
- Capacity planning should include future plans for accommodation.
- Project plans and timetables should be given greater visibility.
- Network capacity will need to increase to meet demand from new applications and uses.
- Performance improvement should be given more significance in procurement.
- All employees should have a minimum level of IT literacy.
- IT should be able to take the lead in showing what is possible.

Knowledge management, information sharing, collaboration & joined up working

- IT strategy needs to be linked to knowledge and information management.
- Need to define knowledge and where it is, and how IT can help share it, including that held in people's heads and exposed by collaboration.
- Social media, forums and collaboration should be driven by business benefit (not technology).
- Choice in media type should be offered to citizens.
- Planning for integrated provision through co-location (e.g. Northstowe) need long-term planning, beyond six years.
- Need to expose the information that is held and make it available.
- Need to be able to interact and share more with schools.
- Searching needs to be intelligent to find only relevant information.
- Need to join up types of access to avoid the need for multiple log-ins for different purposes, staff and citizens.

Availability & Business Continuity Planning

- Important to communicate in the event of a failure or service break so people know what's going on.
- Services should be benchmarked and availability matched to business need.
- DR priority should be linked to system criticality.
- Understanding of overall service prioritisation should be communicated and the reasoning explained.
- Service breaks times and duration should be reviewed in the light of need to access services; citizens to web services, and staff to office systems.
- One size fits all service hours may not suit everybody.
- Increased availability likely to become more desirable.
- Where parts of systems go down during service breaks this should be clear to users. What appears as a single web site may in fact be a number of systems.

Security and policies

- Policy around IT use should be clearer, justified, be linked to HR communications policy, and take account of partners' positions.
- Email guidance and policy should aim to improve commutation.
- Policy should be linked to strategy, and enforceable.
- Decisions should be transparent and communicated.

- There will need to be a process for exceptions to policy.
- Resource implications should be taken into account in policy making.
- Policy needs to take account of information security, in outsourcing for example.
- Policy needs to be flexible to changing circumstances, e.g. WorkWise business as usual.

Efficiency

- Audio conferencing could greatly reduce travel – training would be needed.
- Buy-in and leadership from SMT down required to drive out efficiencies.
- Support needed to identify opportunities for efficiency.
- Low energy modes for equipment should be default.
- Self-service should increase efficiency.
- Need to understand the value of the IT service to achieving efficiency.
- Efficiencies released by IT investment should 'credit' IT.
- There should be greater re-use of what we already have.