IT Strategy 2009 - 2012
Using IT for efficiency and business change

Introduction
There are significant efficiencies to be made in both cost and time by ensuring that IT is used appropriately and exploited to the full. With knowledge, motivation and understanding we can reduce duplication of effort and resources, and maximise benefits by:

- Identifying key business activities which can be streamlined by a better understanding of how to use IT (managing information, time and resources)
- Ensuring that the business benefits of new IT projects are realised
- Contributing to a shared vision of the way we should be working
- Delivering various culture change activities such as consultancy, education, communication and collaboration

Streamlining Key Business Activities
The challenge is to ensure that both managers and staff understand how to streamline their business activities but also why it is important to do so by examining current practices and exploring more efficient ways of working. IT Service can play a part in streamlining the following areas of activity by advising and educating their clients:

Managing information
- Knowing what to get rid off, what to keep and how to store it so that it can be easily retrieved.
- Making sure duplication of data does not happen
- Having a robust team practice for archiving and deleting so that things are not stored for too long
- Understanding what must be kept and for how long
- Understanding the all the different information systems available and using them appropriately.

Managing time
- Making sure that time is not wasted looking for emails, appointments and data by ensuring that search and retrieval methods are used effectively
- Using the Outlook calendar as a tool to manage time and to manage staff more remotely
- Using IT to ensure that work is not duplicated. To avoid groups of people working separately on broadly similar pieces of work business networking tools such as SharePoint could be employed.

Managing resources
- Ensuring all staff understand the imperative to rigorously control their printing.
- Knowing what must be printed and stored and being sure that double storing (electronic and paper) is not an entrenched habit rather than a statutory requirement
- Managing the use of and booking of meeting rooms carefully.
- Understanding what corporate ownership means to our clients and communicating and educating accordingly.

Culture Change activities
Current and future information technology will not be an effective tool to maximise potential without a clear vision of what can and should be achieved through the efficient use of technology followed by a combination of training, experimentation, policymaking and communication. Change happens when people understand that it is imperative and that there will be some benefits to them but are also given the opportunity to have some stake in the shaping of that change.

We will support and ensure this through the following activities:

Training and education:

- Workshops and 1:1 training to ensure that users understand how to use software effectively, and give them safe opportunities to experiment with new ways of working.

- 'Just in time' training providing less formal opportunities for learning, delivered by key staff in the office environment.

- Super User Groups develop the knowledge and skills of such staff and disseminate key messages, demonstrate best practice and discuss upcoming technologies

- E-learning is used and will be developed not only as a tool to deliver standard skills training but also to demonstrate new and efficient ways of working with key technologies.

Working together
Collaboration with Organisational Development and Learning to: contribute to management development programmes (New manager, Graduate trainees, Management Diploma), and to ensure that IT training is included in the overall personal development plans for staff.

IT Business Change Consultancy
As part of the Application Review Process all new IT projects will be advised to take up some business change consultancy. Following an analysis of requirements support will include:

- Assisting key stakeholders in identifying and communicating the business benefits of the project

- Checking the readiness of teams to adapt to changes in working practice.

- Identifying the activities which key stakeholders must engage in to make the project a success and making a distinction between this and the traditional activities of a project manager

- Creating an action plan designed achieve the agreed business benefits and to be implemented by project sponsor and key stakeholders.

Leadership and Shared Vision

We cannot maximise the business benefits of new technologies without a shared organisational vision for the way we should work in Cambridgeshire, and leadership to take us there.

The wider strategy couples IT to organisational vision, and we will be seeking opportunities to harness the leadership of the organisation in pursuit of the transformation and business change that IT enables.

IT Business Change can support any new ways of working by ensuring that new IT projects are compliant with the vision and by assisting key stakeholders to maximise the benefits they derive from new technologies.