ICT Strategy

2016 - 2018

Craven District Council

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Craven District Council

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1 INTRODUCTION

1.1 Purpose

This document sets out the Council's strategy for Information Communication and Technology (ICT) over the period 2016 to 2018. The role of ICT is essential to the delivery of all of the Council's services and is fundamental to most business transformation programmes across the organisation.

Employees rely on access to ICT equipment, systems and online information to perform their day to day jobs. Customers increasingly expect more services to be online and available on an anytime and anywhere basis in addition to the traditional access channels of telephone and face-to-face.

The Council is continually looking to achieve maximum value for money from its ICT investments. Connectivity solutions will continue to rapidly evolve and be key in supporting greater accessibility, flexibility and information provision. The increasing complexity of ICT solutions, their rapid evolution and the need to be agile in responding to partnership opportunities that reduce cost, increase resilience and improve quality requires a less traditional approach to ICT strategy moving forward.

While the strategy contains broad strategic objectives along with the rationale behind those objectives, including the benefits and outcomes that will be achieved it does not set out to provide a strict formula or action plan dictating the approach. An emerging strategy will therefore exist enabling an agile approach to operational delivery, taking advantage of new proven developments and partnership opportunities.

The ICT Strategy reflects the Council's vision and priorities. The Council's vision as articulated in the Council Plan is:

The Council's vision is for Craven to be a prosperous place with strong, vibrant and diverse communities

The council plan identifies four key priorities, which form the key action areas to achieve the vision for the Council, these priorities are:

- ***ENTERPRISING CRAVEN:*** *Address the impact of the recession, Determine future land allocations for housing and employment across the District outside the National Park and secure affordable homes, Facilitate the development of business and employment sites subject to planning approval & Improve infrastructure throughout the District.*
- ***GREENER CRAVEN:*** *Work to reduce energy consumption across Council operations & Work to reduce waste and increase recycling levels within the District.*

- ***WORKING WITH COMMUNITIES:** Support local citizens to become more actively involved in their communities, Improve the opportunities available to residents of Greatwood and Horse Close, South Skipton & Increase partner and community involvement in service delivery.*
- ***FINANCIAL RESILIENCE:** Ensure the Council remains financially sustainable and has robust arrangements in place for securing value for money & Implement major projects in the Asset Management Plan to support the achievement of value for money.*

Our Values:

We believe our first responsibility is to the people and communities who live in, work in, or visit Craven.

In serving those communities everyone within Craven District Council will:

- Treat everyone with respect;
- Act with integrity and honesty;
- Show commitment and flexibility;
- Strive for improvement and excellence

The ICT Strategy is an enabler to assist the Council in achieving its vision.

1.2 ICT Vision

The ICT Strategy defined within this document seeks to address six key themes aligned with the Council Plan, the ICT Mission Statement, and the principles underlying the Council's Transformation approach of Effectiveness, Efficiency and Economy:

1. Leveraging the value of ICT Investment
2. Promoting an excellent customer experience
3. Increase ability to work in effective partnerships
4. Environmental Impact
5. Information Management and Governance
6. Business continuity and security

1.3 Council Plan – Strategic Alignment

The six themes for ICT set out above supports the Council Plan and the Council's Long Term Financial Strategy. In particular, the successful implementation of the ICT strategy will: -

- Improve the **Financial Resilience** of the Council through **Efficiency** by implementing new or improved methods of working that are either more cost effective (for example by reducing travel or reducing paper

consumption) or by enabling employees to be more efficient with their time (for example by using mobile technologies to maximise the presence of employees in their primary place of work). These efforts will also directly support a further corporate priority of the Council, which is to promote a **Greener Craven** through conserving energy and minimising waste to create a positive environmental impact.

- Encourage and facilitate **Partnership** working by creating shared good practice strategies, policies, processes and the alignment of technologies and systems to support further **Financial Resilience** and promote **Enterprise**.

- Enhance management and **Leadership** by improving business processes to provide standardised and streamlined systems promoting an **Excellent Customer Experience**. This will continue to optimise the use of resources whilst improving accessibility, service levels and choice to Craven's customers.

- Provide employees with the most appropriate modern ICT tools and processes to enable them to deliver cost effective and efficient **Customer Focused** services.

- Through effective **Business Intelligence** and **Information Governance**, improve the information available to Members and Officers so that it is of a high quality, up-to-date, complete, presented in an appropriate format and is available at anytime and at any place, creating transparency and informing the Council's **Decision Support System**.

- Empower Craven's **Customers** by providing them with greater accessibility to the Council's public and information services.

- Improve **Communications** with customers, with other organisations and within the Council through effective and flexible electronic communication channels (anytime, anywhere).

- Maintain an effective and **Modern Infrastructure** which underpins all of the priorities and actions within the Council's key priorities and provides the necessary Security and Continuity arrangements necessary for safeguarding the Council's data and services. Through traditional technology, Infrastructure as a Service (IAAS) and Software as a Service (SAAS).

2 CONTEXT

2.1 National

Key to the national picture is the austerity measures that have been introduced and their resulting impact on Local Government where reduction in funding and resources are continuing to be imposed. Additional sources have been considered in the development of the six strategic themes including:

- Government ICT Strategy (Updated February 2015)
- Central Governments Localism Act

2.2 Local

Key to the local picture is alignment with the Council's published Council Plan. The ICT Strategy should be read in the context of the Council Plan and underpinning Long Term Financial Strategy. Including the above the six themes have been informed by a number of other sources including:

- Alignment with service based strategies
- Consultation with CLT & SLT members
- Consultation with members of the ICT Team
- Member consultation via the Lead Member for Internal Services
- The ICT Services Mission Statement
- ICT Governance arrangements

3 ICT PORTFOLIO

Improvements expected as a direct result of the measures implemented through the ICT strategy covering this period, should show a reduction in the number of service desk calls resulting from improved quality, security and stability of the underlying infrastructure.

PC's / Laptops (Approx)	130
Virtual Desktops (Approx)	100
Annual Average Number of ICT Service Desk Calls	2028
Number of Users (Approx)	200
Servers – Physical	11
Servers – Virtual	53

4 COMMUNICATION, CONSULTATION AND ENGAGEMENT

Many of the communication, consultation and engagement elements of ICT service delivery require embedding in the service culture. The communication strategy depicted below makes explicit the activities that are delivered under each element. This strategy should be supported by a clear and comprehensive Communications Plan.

Activities			Supporting Arrangements		
Communication	**Consultation**	**Engagement**	**Strategy / Governance**	**Information**	**Standards / Methodologies**
Articles in Core Brief & MIB	System Reviews (Annual)	Account Management	ICT Strategy	ICT Guides & Leaflets	PSN Code of Connection
Performance Board & KPI's	Business Case Development	Supplier Contact Meetings	Communications Plan for ICT	Business Continuity Plan	PCI-DSS
Strategy, Policies & Guides		ICT Training / Workshops	CDSI Portfolio Board	ICT Policy Centre	Prince 2
			Member Engagement	ICT Intranet	ITIL

5 STRATEGIC OBJECTIVES

5.1 Strategic Themes

This Strategy consists of the following strategic themes:

1. Leveraging the value of ICT Investment
2. Promoting an excellent customer experience
3. Increase ability to work in effective partnerships
4. Environmental Impact
5. Information Management and Governance
6. Business continuity and security

These themes have been selected for;

- Their importance as key transformation drivers for the Council; and
- Their alignment to the Council Plan and core strategies; and
- Their alignment with the vision for ICT

5.2 Leveraging the value of ICT Investment

Strategic Impact:

Automation and enablement of business processes enabling and supporting remote and flexible working. Recognising employees as a key organisational resource and ensuring access to appropriate technology and information to promote efficient and effective working.

Benefits:

Operational efficiency through the effective use of existing or new technologies. Reduced waste through automated processing and streamlined manual procedures taking opportunities to remove bureaucracy. Improved service delivery through operational consistency.

Outcomes:

- Supporting the Council's priority of 'Financial Resilience'
- Review and exploit established technology to ensure greatest operational benefit being gained
- Capture efficiencies and lessons learned to avoid cost and effort
- Staff and Members proficient in the use of ICT

5.3 Promoting a high degree of customer focus

Strategic Impact:

Ensuring customers experience consistent services through appropriate and modern access channels (web, telephony and face to face). To facilitate Channel Shift where appropriate by moving simple enquiries and transactions away from Face to Face and Telephony towards self-service facilities. Helping the community to gain access to online services and investigating technologies which support community engagement.

Benefits:

Improve customer experience with greater first line resolution and provide a consistent customer experience across services.

Making services digital and therefore more accessible, offering the customer greater choice on how and when they contact us (24/7/365).

Enables a higher level of customer engagement resulting in stronger communities reducing the dependencies on face to face so that resources can be better deployed in dealing with customers most at risk (vulnerable).

Maximises income generating opportunities from commercial services

Outcomes:

- Support the Council's priorities of Enterprising Craven, Financial Resilience and working with communities.
- Investigate the expanded use of electronic communication as a means of disseminating information to our customers through improving communication.
- Promote Digital Services assisting in the management of demand

5.4 Increase ability to work in effective partnerships

Strategic Impact:

To promote closer working enabling shared service and commercial opportunities with regional partners and Local Businesses. To drive out cost and create opportunities for greater resilience, efficiencies and savings.

Benefits:

Improvements to service delivery through common policies, processes, standards, systems and infrastructure.

Increased resilience, succession planning, flexibility and opportunities to share resources.

Alignment of procurement opportunities to achieve economies of scale.

Outcomes:

- Supporting the Council's priority of 'Enterprising Craven'.
- Supporting the Council's priority of 'Financial resilience'.
- Promote technology alignment (systems / infrastructure / security)
- Promote procedural alignment (policies / procedures / standards)
- Promote training across partnerships for common services
- Establish greater resilience through procedural and technical alignment

5.5 Environmental Impact

Strategic Impact:

Providing modern technology which allows services to be taken to the residents allowing employees to work more flexibly outside the office environment reducing unnecessary travel. Ensuring modern technologies are deployed to make maximum use of the available architecture. To create a modern, efficient, cost effective and green technical environment.

Benefits:

More efficient methods of working to release capacity and reduce costs. Improved environmental impact by reducing our carbon footprint. Improved accessibility and choice for our customers reducing need for face to face visits. Newer technologies incorporating more power efficient operation and flexible functionality that offer cost reduction and energy efficiency opportunities.

Outcomes:

- Supporting the Council's priority of 'Greener Craven'.
- Introduction of robust remote working facilities.
- Ensure compliance with relevant ISO standards (i.e. ISO 15489, 17799, 27001).

- Open data principles supporting and reducing FOI requests.

5.6 Information Management and Governance

Strategic Impact:

Improving the quality and effectiveness of management through the use of technology and Business Intelligence by utilising the Council's information assets. To proactively improve services to our customers and refine working practices to create efficiencies and corporate standards. Ensuring our information assets are effectively managed in line with all relevant legislation through the deployment of appropriate technical standards and solutions.

Benefits:

Improved Risk Management of our information assets ensuring information is stored and accessed appropriately.

Use business intelligence from our information assets to form the basis for sound decision making to improve managing change and increasing quality in service delivery.

Improved access to information for our customers and increased engagement resulting in stronger communities.

Outcomes:

- Supporting the Council's priority of Financial Resilience.
- Implement appropriate software / procedures to support archiving and retention in support of the Information Management & governance strategy.
- Investigate the use of collaboration and information sharing tools including extended use of existing technologies to reduce paper based activities and storage.
- Open / Big data principles supporting and reducing FOI requests and providing service insights.
- Leveraging the benefit of data we have in the existing systems.

5.7 Business continuity and security

Strategic Impact:

Modern day reliance on ICT Systems requires secure, robust and resilient safeguards ensuring on going availability of priority services and a means of recovery in the event of a disaster. Safeguarding the Council's data by ensuring

compliance with all relevant Legislative, Financial and Central Government security standards.

Benefits:

Ensures availability and continuity of services to our customers and the management of risk related to the Council's ICT assets.

Outcomes:

- Supporting the Council's priority of 'Financial Resilience'.
- Compliance with appropriate security standards
- Business continuity testing / planning
- Technology up skilling for employees / members across the board

6 RISKS

The delivery of the ICT Strategy will be through a portfolio of managed programmes and projects linked to the strategic components within the CDSI (Craven District Service Improvement) Programme and will be subject to ICT Governance arrangements (see section 6).

Risks associated with the implementation of this strategy will be reduced through the use of structured techniques for programme and project management, the methodology is described more fully in the ICT Governance section.

Some of the key risks associated with the delivery will be:

- Funding constraints, if the funds identified in the CDSI Portfolio business cases are not forthcoming or at the appropriate time.

- Changes in scope which may impact on cost, quality, timescales and resourcing.

- Resource constraints associated with running significant concurrent programmes of work.

- Important and urgent organisational business priorities emerging which require significant ICT resourcing, necessitating the redeployment of ICT resources as priorities dictate.

- The technical complexity and interdependencies inherent in the concurrent deployment of large technical projects.

- Cultural challenges associated with new ways of working, the use of technology and the desire for customised local solutions.

- Appropriate skills, support and training in place to empower employees and members to deal with organisational changes.

7 CRITICAL SUCCESS FACTORS

The successful implementation of this Strategy depends on maximising the value the Council achieves through its use of existing ICT systems, equipment, and human resources. In particular, the Council will aim to ensure that: -

- The **ICT strategy is embraced by the whole organisation** and the delivery of action plans are facilitated by appropriate communications, skills development, training and the application of best practice;

- **Business change management** is strengthened through clear governance by the Craven District Service Improvement Programme Board and by making effective use of key business resources;

- **Future investment plans** give sufficient emphasis to Information and Communication Technology where investment is necessary to maintain and enhance the environment;

- A corporate approach to **Information Management** continues to be supported including the implementation of relevant standards;

- **Transformation** is achieved by moving simple enquiries and transactions away from Face to Face and Telephony to other technology channels to create capacity and efficiencies;

- The **Automation and Enablement** of key processes is achieved;

- Taking the opportunity to work with Local Authority / public body partners in **Joint Working or Shared Service** initiatives; and

- The issues of **Physical or Information Security, Disaster Recovery** and **Business Continuity** are given appropriate priority.

Recognising the importance of and the benefits derived from ICT, the Council is investing to ensure the ICT Service continues to meet the needs of the business. The likely levels of additional investment required for the period of this strategy have still to be finalized and will form part of the annual budget process.

8   ICT GOVERNANCE

8.1 ICT Governance Arrangements

The programme of projects resulting from this strategy will be managed in accordance with good practice governance arrangements, ICT Governance is made up of five golden strands namely: -

- *Risk Management*
- *Strategic Alignment*
- *Performance Measurement*
- *Resource Management*
- *Value Delivery*

Risk Management

The ICT related projects that the Council implements are often expensive and delivered over a number of months so it is important that sound risk management is in place both in managing projects and the day to day operation. Using the PRINCE2 project management methodology helps to mitigate the risks by enabling the Council to consistently work to identify the risks associated with a given project and regularly report on progress to the programme board.

Strategic Alignment

Key to achieving strategic alignment is good communication and a good relationship between ICT and service / section heads. Regular ICT Account Management meetings facilitate this relationship. The aim is to ensure that ICT systems are only implemented once a full understanding of appropriate business strategies exists and that any investment is able to support the planned development of the business with the underlying objective of improved and efficient services delivered to customers.

Performance Measurement

In order to ensure that the ICT service delivers solutions on time and is able to support those solutions it is necessary for a series of internal Service Level Agreement (SLA's) to be place. These targets are used to ensure openness and transparency exists. Monthly reports are to be generated for the Corporate Leadership Team (CLT) and should be considered by the programme board.

Resource Management

Resource management covers the resource in a number of areas. It is not only important to ensure that there is enough ICT resource with the requisite skills (SFIA) to deliver the project management, the technical installations and the

support of new systems / solutions but it is also essential that capacity exists within the service area to enable successful change / implementations to take place.

<u>Value Delivery</u>

Once a solution has been delivered, ensuring that the organisation is realising the improvements and efficiencies that were highlighted in the business case supporting the original investment come under the strand of Value Delivery, benefits realisation should be reported on a monthly basis to CLT.

8.2 Craven District Service Improvement (CDSI) Portfolio

The Craven District Service Improvement (CDSI) Portfolio was established in 2015. This Portfolio forms part of the ICT Governance framework and is used to ensure that there is a mechanism in place to manage the programme of ICT developments and Service Improvements.

8.3 ICT Account Management Meetings

In order to maintain a close working relationship between the ICT function and the business regular Account Management meetings are organised. These should include regular meetings between the ICT Service Support Manager and System Owners, annual meetings between the ICT & Transformation Manager with CLT & SLT members.

8.4 Programme Management

The CDSI portfolio and the associated reporting mechanisms (for example the CDSI Highlight Report) ensure that openness and transparency exists. Using a simple to understand traffic light system, Red, Amber, Green (RAG) status the programme board can see immediately where issues exist and are able to react in order to apply the appropriate measures to address the circumstances.

8.5 Project Management

Risks associated with the implementation of any programme will be reduced through the use of structured techniques for programme and project management. PRINCE2 (**Pr**ojects **IN C**ontrolled **E**nvironments) is a structured methodology for effective project management. It is common practice for ICT Services and its contractors to use PRINCE2 and it is not restricted for use in ICT related projects but is a generic methodology that promotes best practice in project management and as such it should be the aim of the organisation to ensure that the all corporate projects benefit from this.

8.6 ICT Governance Framework Diagram
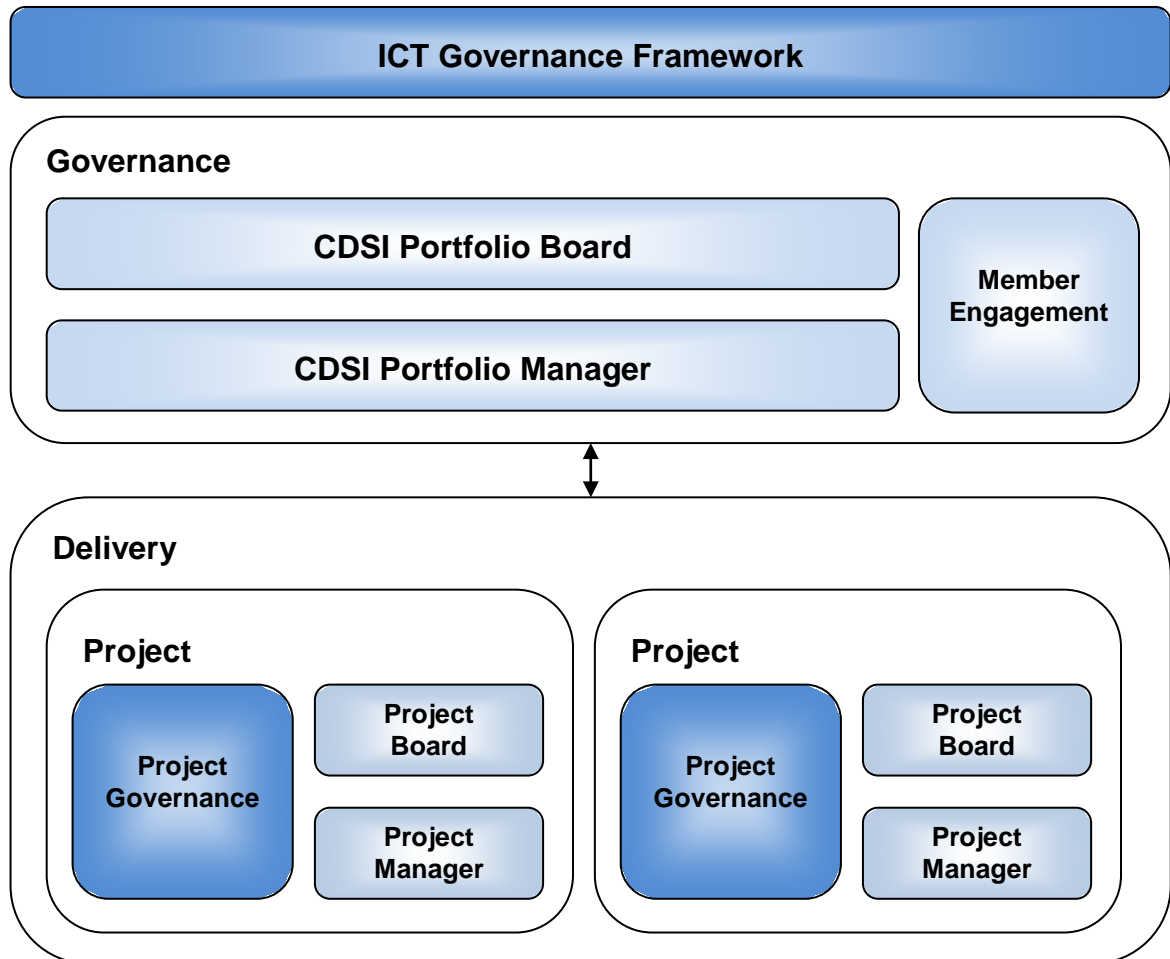
8.7 Performance Management and Progress Monitoring

A number of measures are to be established to ensure that regular performance management and progress monitoring is carried out.

The ICT Management KPI report is to be produced monthly for CLT. This document contain details of security incidents, the number of calls received by the services desk, the percentage of responses achieved within the service level targets, the percentage of time the systems are available and the customer satisfaction survey results.

The CDSI Highlight Report is to be produced whenever the CDSI programme board meet. The report is sent to CLT giving full transparency to the state of all projects contained within the programme.

The Service Delivery Plan for ICT should contain local indicators, which are monitored throughout the life of the programme. A percentage is recorded to indicate how much of the programme has been delivered.

APPENDIX A   GLOSSARY

Term	Description
Big Data	Big Data defines the multitude of high volume information assets owned by the council which used collectively can provide unique insights into service delivery through a process known as Business Intelligence.
Business Intelligence	Business Intelligence, or BI, is an umbrella term that refers to solutions or processes used to analyse an organisation's raw data to help inform business decisions.
CLT	Corporate Leadership Team
IAAS	Cloud infrastructure services, also known as 'Infrastructure as a Service' (IAAS) which delivers a server infrastructure environment as a service. Rather than purchasing servers, software, data-center space or network equipment the service is billed on a utility computing basis i.e. by the amount of resources consumed.
ICT	Information & Communication Technology
ITIL	ITIL® (the IT Infrastructure Library) is the most widely accepted approach to IT service management in the world. ITIL® provides a cohesive set of best practice, drawn from the public and private sectors internationally. It is supported by a comprehensive qualifications scheme, accredited training organisations, and implementation and assessment tools. The best practice processes promoted in ITIL® support and are supported by, the British Standards Institution's standard for IT service Management (BS15000). The standard includes the following components: - • Service Management: • Financial Management: • Capacity Management: • Continuity Management: • Availability Management: • Configuration Management: • Service Desk: • Incident Management: • Problem Management:

Term	Description
	• Change Management • Release Management
Open Data	Open Data is any data of a non-sensitive nature that can be freely used and distributed subject to provenance being maintained
PCI DSS	Payment Card Industry Data Security Standards
PSN	The Governments Public Services Network (PSN) is a central government facility providing a secure private Wide-Area Network (WAN) between connected Local Authorities and other public organisations.
SAAS	Cloud application services or 'Software as a Service' (SAAS) deliver software as a service over the Internet, eliminating the need to install and run the application locally and simplifying maintenance and support.
SLA	Service Level Agreement. An agreement between the service provider (internal or external) and the end user that defines the level of service expected from the service provider.
SLT	Senior Leadership Team.
SFIA	Skills Framework for the Information Age. The Skills Framework for the Information Age (SFIA) provides a common reference model for the identification of the skills needed to develop effective Information Systems (IS) making use of Information Communications Technologies (ICT).
WAN	Wide Area Network, a computer network that extends over a large geographic area.

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The purpose of this document is to define the ICT Strategy for the period 2016-2018.

Distribution

Copy to	CLT
	SLT
	ICT Staff
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