

NORTH LINCOLNSHIRE COUNCIL

CABINET

INFORMATION TECHNOLOGY STRATEGY

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To approve the newly revised IT Strategy for 2009 – 2012, and to inform members of the draft plans that will aid the implementation of the strategy.
- 1.2 The key points in this are as follows:
- the current IT Strategy covering the period 2005-08 has been revised;
 - the revised Strategy for 2009-12 covers seven strategic themes;
 - the IT Strategy Board has overseen this work; and
 - there are no additional financial implications.

2. BACKGROUND INFORMATION

- 2.1 The purpose of the IT strategy is to ensure that IT is harnessed in support of the council's vision and key initiatives, and that it conforms to governmental and other accepted standards of best practice.
- 2.2 The overall strategy focus consists of three distinct stages. These are:
- the strategy document itself, depicting a vision - in line with the council's priorities, ideas and requirements have been picked up from every service and brought together by sorting service aspirations into realisable themes;
 - a worked-up delivery plan for each theme - this will comprise supporting plans and policies that will be broadly costed with potential funding streams identified; and
 - a Work Load plan for implementation - with each project worked up showing the business cases and funding streams, timescales and resources.
- 2.3 The vision for IT underpins the ambitions of the council and sets out to deliver modern facilities to meet the expectations of our staff, the

citizens, and the community as a whole. The various initiatives required to deliver the vision will necessitate much research, development, planning and project work. The following are our priorities:

2.3.1 Council

- Provide modern and flexible office accommodation.
- Introduce mobile and flexible working to help build capacity for staff
- Improve the performance of the council

2.3.2 Citizen

- Develop customer service channels
- Develop customer insight techniques
- Use new technologies for informing our customers

2.3.3 Community

- Develop digital inclusion skills and source on-line facilities to enable community groups to help themselves.
- Implement super-fast broadband services and complementary connectivity
- Assist businesses to work with us more easily
- Build schools fit for the future
- Gather and share Intelligence securely
- Work with other IT departments within the LSP to fund mutually beneficial projects.

2.4 There has been wide consultation throughout the council which has brought together many ideas and requirements and grouped them into a framework comprising seven themes.

- Efficient and Secure Technology
- Green IT
- WorkSmart
- Citizens Access
- Shared Intelligence
- Digital Inclusion
- Community ICT Partnerships

3. OPTIONS FOR CONSIDERATION

3.1 The first option is to consider and approve the newly revised strategy.

3.2 The second option is to reject one or more of the proposed priorities

- 3.3 The third option is to request changes to one or more of the proposed priorities

4. ANALYSIS OF OPTIONS

- 4.1 The first option is preferred. The revised strategy reflects the transformational changes to which the council is already committed.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 Financial

5.1.1 The strategy is linked and underpinned by the council's revenue and capital budget processes.

5.1.2 The strategy for 2009 will encompass those projects that can be funded by Services themselves from within agreed budget allocations reflecting corporate and service area priorities. Budgets will have been ratified at 25th February meeting. These will be appended to the strategy document.

5.1.3 Unfunded, and therefore only potential projects at this stage, will be researched and developed during the coming year and be introduced to the budget process as appropriate.

5.2 Staffing

5.2.1 Service areas are key to enabling the council to modernise and work in a more flexible way. Elements of the strategy, therefore, have a direct impact on staff enabling them to work more efficiently and effectively through better application of technology.

5.3 Property

5.3.1 Elements of the strategy are a key enabler to helping Property Services deliver their accommodation plans

5.4 Information Technology

5.4.1 Delivering the strategy relies on all IT and Information designated staff in the council.

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)

- 6.1 There are no direct implications. One of the themes in the strategy includes a focus on IT security and "green IT".

7. OUTCOMES OF CONSULTATION

- 7.1 The IT Strategy Board and various staff groups have been consulted and their comments and observations have been taken into account.

8. RECOMMENDATIONS

8.1 That the proposed IT Strategy be approved.

SERVICE DIRECTOR COMMUNITY PLANNING AND RESOURCES

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Date: 19 February 2009

Background Papers used in the preparation of this report:
IT Strategy 2009 - 2012

Information Technology Strategy 2009 - 2012

Draft v1

*Cabinet Member
Lead Officer*

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Chris Daly, Head of Business Transformation



File: C:\Documents and Settings\Chris\My Documents\Work\2. IT & Strategy\2009 - 2012\IT Strategy 2009 - 2012 [CDv1 final].doc
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This strategy supersedes the strategy approved in September 2006. It applies to all parts of the council, and the policies in it apply to all council employees. Schools are not necessarily bound by the technical standards, but are asked to have regard to them, particularly in respect of connecting to the council's network and information systems. Partner organisations should also have regard to the standards.

The strategy is formed by the Head of Business Transformation in partnership with the Head of IT Services. Consultation has taken place with the IT Strategy Group, Service Directors and their representatives, and those Councillors who have an IT remit. It is subject to approval by Cabinet.

The strategy will be reviewed annually.

The council depends crucially on the effectiveness and security of its information systems and infrastructure. Breach of the policies by an employee of the council may be considered a disciplinary matter.

IT schemes are looked at carefully to ensure they fit with the strategy and technical standards. Schemes with elements that do not conform can go ahead only with the explicit approval of the IT Board.

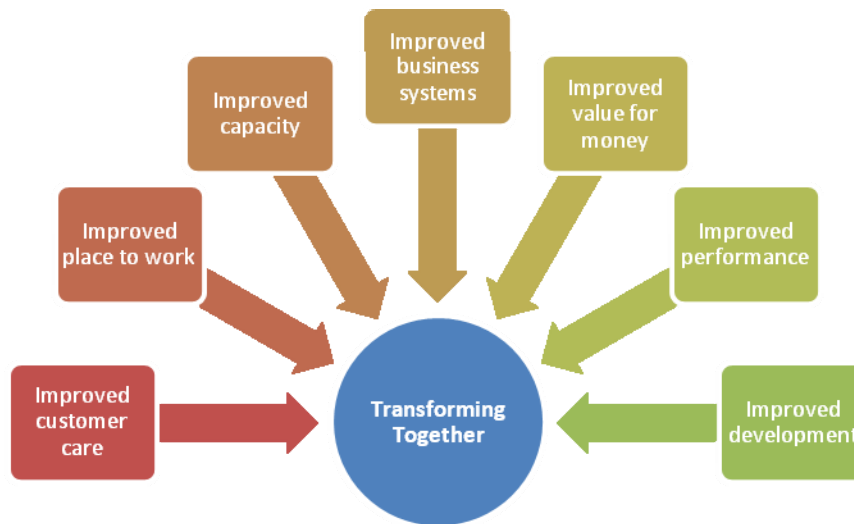
2 Introduction

North Lincolnshire Council has a clear vision of what it wants to achieve for the area and its people. That vision is embodied in a series of priorities for the way the council works, the improvement of the economy, the strengthening of our communities, and for the greater well being of the area's citizens. Information technology will be essential in ensuring that North Lincolnshire Council and its partners achieve their ambitions over the next three years.

Those ambitions are:

Shared: An area that is thriving
 Communities that are confident and caring
 Individuals can see the difference, and
 Everyone works together for the benefit of North Lincolnshire

Transformation:



In many cases, IT will be the primary means by which key outcomes will be achieved. For example, it will be central to such as:

IT Priority	Shared Ambition Priority	Transformation Ambitions
Modern and flexible workforce	Everyone works together	Improved place to work Improved Value for Money
Green, Efficient and secure technology	Everyone works together	Improved business systems
Improving customer access, choice and therefore satisfaction	Being inclusive and accessible	Improved Customer Care
Greater participation through inclusion and engagement.	Building Capacity	Improved Capacity
Sharing intelligence with partners	Communities that are confident and caring	Improved customer care Improved Performance
Improving partnership working	Everyone working together	Improved Capacity
Enhancing skills in the workforce, and	Enhancing skills and employability	Improved Development

This strategy, then, aims to show how we will harness IT in support of these ambitions while conforming to widely accepted best practice standards, and those laid down by government. For example, we have embraced the key principles of the National Strategy for e-government, namely that services should be:

- Joined up
- Accessible
- Delivered and supported electronically
- Delivered jointly
- Delivered seamlessly
- Open and accountable
- Used by e-citizens.

The above aims, ambitions and principles have shaped this strategy. Accordingly, we have organised it into three interconnected parts:

1. A **Vision** of how IT will support and deliver improvements to the way the **council** works, the services it provides to **citizens**, and the support offered to **communities**.
2. **Strategic Themes**, which organise our work according to key, aims arising from the council's ambitions.

All contained within this document, and

3. A **Delivery plan** showing timescales and schedules for implementing the strategy. This will be the working document showing progress of projects and be worked up and there after refreshed on a monthly basis.

3.1 THE COUNCIL'S VISION

It is important that we have a clear and coherent vision of the role of Information Technology in helping the council and its partners to achieve their ambitions. In times of limited and diminishing resources, such a vision will enable us to focus on what is most important, and to prioritise our efforts accordingly.

We see IT as the primary means by which the **council** will make better use of its resources in the coming years. By enabling efficiencies, it will free staff time and accommodation to enable them to do things quicker, more cheaply and more efficiently. In short, through IT we will do more, do it better and do it for less.

Individual **citizens** will be able to see the difference through more accessible and responsive council services. IT will give them greater choice about when and where they interact with the council. It will also improve satisfaction by giving them better feedback about the council's response, and by giving the council a better understanding of customers' needs.

Finally, we see IT as the key to empowering **communities**. This will be achieved by increasing access to digital technologies to improve communications, enhance business efficiency, to increase learning opportunities, and share and gather intelligence with our partners.

Below, we set out in more detail our vision for how we will use IT for the benefit of Council, Citizens and Communities.

Council

1. *Improved place to work by providing modern and flexible office accommodation*

The council seeks to optimise its use of buildings to reduce costs, whilst at the same time improving employee satisfaction. This is an opportunity to provide premises that reflect the way staff want to work, including the ability to connect to the council's network from anywhere. This will make possible mobile working without the need for technical reconfiguration every time a user moves to a new location.

Our buildings will be developed with customer access in mind too.

2. *Improved capacity by Building capacity for staff*

Pressure on budgets, and the expectation that we will do more with less, is a fact of life. Information technology is key to helping all services to achieve this. We are now looking not just for incremental changes but also for radical rethinking that transforms the way we deliver services. It also includes introducing flexible working where appropriate.

3. *Improved performance by improving our systems*

We will continue to strengthen our performance management arrangements with the changes to our systems. We aim to increase our focus on the ambitions and enhance our partnership work to enable us to transform the area and make a visible difference.

4. *Improved value for money*

By using systems and facilities more efficiently we can make best use of what we currently have. By bringing together initiatives corporately, we can do more with less. Re-engineering business processes will cut out any unnecessary bureaucracy. We want to provide modern and flexible new technologies such as web-based applications that will, over time, save on resources and risk created by hanging on to old systems.

Citizen

1. Improved Customer Care by Developing Customer Service Channels

We need to give customers dedicated, purpose-built means of contacting the council. By expanding and developing the contact centre(s) we will achieve economies of scale, freeing back-office staff from customer contact roles. We will also expand the ability of our face-to-face services such as libraries and other public service agencies to provide real one-stop-shop opportunities for the customer.

We will build our website to accommodate customer transactions and provide a 24/7 service for those who want it. We also hope to give customers the choice of accessing services via DigiTV and mobile phone.

3. Improved Customer Care by Developing Customer Insight

We already collect lots of information and data about our customer needs and requirements. And ideally our customers should need to contact us only once. So we need to develop systems that will allow us to cross reference data from all around the council and from other agencies. This will help us determine when and where citizens want to contact us and where services are needed. It is important that we take advantage of customer profiling techniques and we expect to use geographic information systems (GIS) for presenting data.

4. Improved Customer Care by Using IT as a major strand for informing our customers

A large percentage of citizens under the age of 30 access the Internet daily using PC's and other means such as mobile phones. We will aim to update our systems to meet their preferred methods of communicating such as social networking, Web 2.0 technologies, and undertake focus groups on the web.

Digital TV will feature as a way of communicating with some of our customers presenting web style information for those who don't want to use a computer.

2. Improved Capacity by Developing Joint-working initiatives

With our partners we will seek opportunities for joint working in all areas where ICT can enable better outcomes for citizens.

Community

1. Improved Customer Care by Addressing the Digital Divide

By providing innovative digital technologies we can help to improve the lives and life chances of people living in disadvantaged communities. We will do this by developing and diffusing digital inclusion skills, sourcing on-line facilities for community groups and helping them to help themselves.

2. Improved business systems by Encouraging the Implementation of Fibre-based broadband services and complementary connectivity

Working with Technology companies and Yorkshire Forward we can implement fibre-based broadband services on the South Humber Bank. This could be purely a private sector business service provision as part of their UK strategy, or it may require a public sector-led partnership to stimulate the installation of fibre or other technology solutions.

3. Improved business systems by Assisting Businesses to work with us

We will introduce facilities such as a Single Business Accounts to make doing business with the council easier. We will also provide help and support with skills and ability to trade electronically; including help with web presence.

4. Improved development by Building Schools for the Future

ICT is at the heart of transforming secondary education. The innovative use of ICT will support a wide range of learning styles and widen the access to learning materials; there will

be a personal digital device per pupil. The BSF programme will also have positive influences beyond the classroom but into the homes of pupils, into their families and beyond.

5. *Improve capacity by Collective professional partnership responsibility*

IT departments around North Lincolnshire are talking to each other and the council looks forward, via the Local Strategic Partnership, to making more formal relationships and finding mutually beneficial projects.

We have invested in information management and put a high priority on improving the quality of the data. We must now turn this into knowledge that can be harnessed by the council and also shared with partners to provide the best possible outcomes for the customer and the community. The professional community are gearing themselves up to make their own data shareable. We look forward to a future where information from different organisations can be layered together and displayed geographically.

3.2 A STRATEGIC APPROACH TO TECHNOLOGY

A number of underlying strategic principles have been established in the council that have already led to significant benefits:

- Single solutions – e.g. for e-payments, making considerable savings compared with different systems for specific services;
- Selective use of technology – balancing the benefits of innovation with the risks of pioneering;
- Information-led – seeking to apply common data standards so that systems can continue to interoperate despite the inevitable changes in the technology components;
- A defined system architecture – enabling components to be replaced and “plugged in” with minimal disruption and re-investment;
- In-house integration capacity – to allow flexibility to design and adapt joined-up, customer-centred systems, linking products and filling gaps where supplier solutions are either not available or not cost-effective.
- Standard products- getting maximum value through framework contracts.

Section 4 sets out in more detail our governance arrangements and IT policies.

4.1 A STRATEGIC APPROACH TO THE VISION

The various initiatives required to deliver the vision will necessitate much research, development, planning and project work. To put some structure around these requirements we considered the various initiatives that need to take place and grouped them together, which resulted in seven main themes for delivery. These themes, in turn, fall into the categories of Council, Citizen and Community.

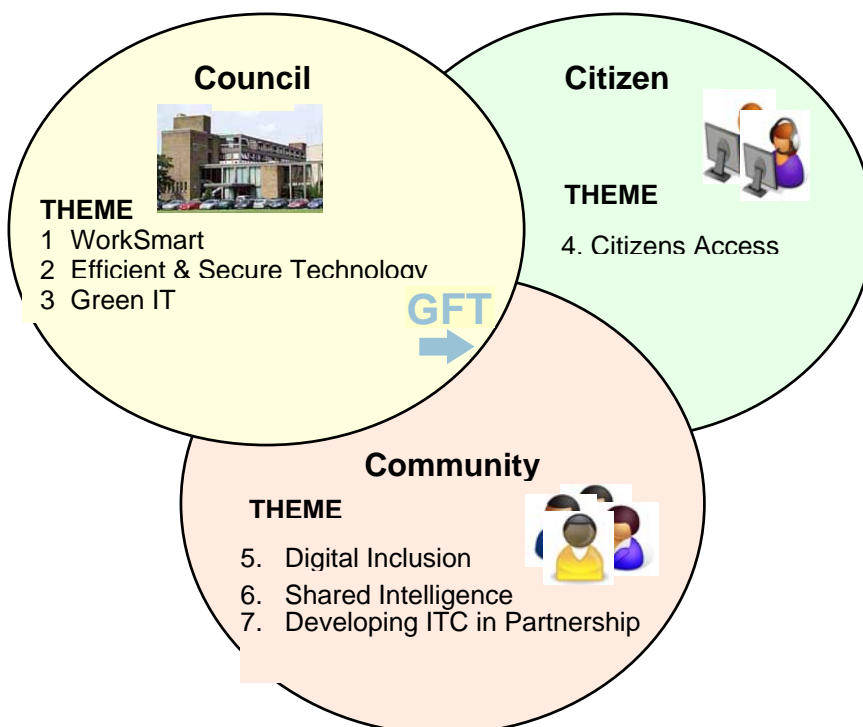
The seven themes are:

1. Efficient and Secure Technology
2. Green IT
3. WorkSmart
4. Citizens Access
5. Shared Intelligence
6. Digital Inclusion
7. Community ICT Partnerships

It is our intention as part of this strategy, to look for and explore fully, any partnering opportunities with a view to making life easier for the citizens of North Lincolnshire. Some of our themes involve working with our professional partners in the community and much consulting is yet to take place. Theme No.7 is designed as a framework to capture the research and planning that will be required.

We shall be following government strategies and have some exciting innovative initiatives to pursue, whilst at the same time taking a lead from national initiatives where practicable to do so.

External funding opportunities will be explored fully when considering the various pieces of work. However, the council expects that IT projects shall be self-financing, and provide savings too, in terms of money or other resources. Value for money principles will be applied in that business cases will be made and cost benefits will be identified.



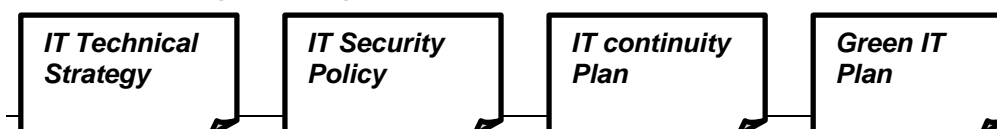
STRATEGIC THEME 1: EFFICIENT & SECURE TECHNOLOGY

Underpinning all the other themes is the technology infrastructure. It is essential to keep it up-to-date to enable us to operate in a modern, fast-changing world. This must be fit for purpose supporting the business needs and, at times, demands. Above all it will be:

- Collaborative - such that people can work together effectively even though they may be in different departments, locations and even organisations;
- Agile - able to adapt to unforeseen changes in the business requirements, and modular enough to allow upgrades and replacements with a minimum of cost and disruption;
- Secure - to maintain service continuity and engender trust from customers and partner organisations;
- Efficient - handling the volume of business effectively at minimum cost

AIM
Systems and facilities that work well, can be relied upon, and can adapt to changing needs
OUTCOME
<ul style="list-style-type: none"> • The voice and data infrastructure is fit for purpose for the Council and Community needs • Complete protection of Council data by implementing legislative requirements • Consolidation of central infrastructure and desktop hardware with an aim to reduce expenditure • Improved access to systems for NLC staff ensuring that anywhere anytime system access • Business continuity and Disaster Recovery plans meet service needs
Main IT elements
<ul style="list-style-type: none"> • Data Networks and voice/telephone systems • Servers and storage; End user equipment; Home and mobile working facilities • Secure connectivity (to other organisations and the Internet) • Proactive responsive and remote support; IT Service desk; Management tools • Business Continuity/DR Risk/Capacity planning
Recent developments
<ul style="list-style-type: none"> • Home working solution utilising domestic broadband to connect securely to the council • Secure remote working policy with locked down PC's (Active Directory implementation) • Secure public access terminals solution for adult education and libraries. • Penetration testing - followed by action plan and implementation of security improvements • Wireless upgrades to reduce security risks • IT Asset management systems • Virtualisation of servers in the Windows environment • Centralised backup and business continuity • New computer suites; Introduction of SAN and Blade technology • Implemented ITIL Service Management - Change and Release Management
Priorities for 2009 – 2012
<ul style="list-style-type: none"> • Implement Government Connect and associated security controls. • Build and operate two data centres (mirroring of services/distributed services) • Introduce new technologies to improve IT Infrastructure resilience providing continuity of service. • Continue to develop a single voice and data network infrastructure (VOIP) • Implement new technologies: Virtualisation; Desktop virtualisation, Wireless infrastructure • Implement ISO 27001; Service Desk QSM system Upgrade • Develop system and infrastructure management tools

Underpinning strategies and plans



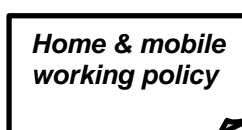
STRATEGIC THEME 2: GREEN IT

The council is committed to protecting the environment and conserving energy, and IT seen as a key enabler to generate environmental benefits in local government operations.

There is now a real challenge and opportunity for IT to introduce rationalised energy efficient devices and facilities by introducing new technology, changing our working practices to reduce waste, energy use and unnecessary travelling.

AIM
To support the Council and National initiatives in relation to the Carbon reduction commitment, energy reduction and environmental issues.
OUTCOME
<ul style="list-style-type: none"> • Reduced building occupancy and travel by the use of Greener IT • Lower power consumption of IT equipment by implementing power management programmes for IT hardware • Reduce the overall number of printers and replace with multi-function devices and use green printing defaults such as double-sided duplex facilities. • Streamlined internal processes to ensure that Green IT and sustainability issues are captured during procurement exercises
Recent developments
<ul style="list-style-type: none"> • Reduced number of PCs and Laptops by the implementation of the Centralised IT Hardware Replacement Programme. • Introduced Home and Mobile Working policy
Priorities for 2009 – 2012
<ul style="list-style-type: none"> • Implement power management programmes • Develop IT Infrastructure (including: Data Centre Strategy, Server Consolidation, Virtualisation, printer rationalisation/reduction) • Improve Mobility (including: Wireless and Mobile Strategy, Document Management, flexible working, remote support) • Refresh processes and policies (including Hardware Lifecycle Management, hardware replacement plans, Sourcing and Disposal, WEEE and Future Legislative Planning, reallocations) • Amend the Project/Feasibility process to ensure that Green IT requirements are captured and quantified • Create awareness of the impact IT can have and encourage different ways of working • Work with service areas to identify more radical proposals to go beyond the easy changes • Increase awareness of the importance to re-use and recycle • Evaluate purchases to ensure that environmental consequences are negated

Underpinning strategies and plans



STRATEGIC THEME 3: WORKSMART

We envisage modern and flexible office spaces from which to work, whilst significantly increasing mobile, remote working, hot-desking working across the whole council. To do this we will maximise the use new technologies for data and voice. Mobile working helps public sector staff work in the community closer to the citizen; flexible working practices ensure services can be tailored to the citizen and delivered 24/7 where required.

We expect to increase capacity for staff by moving customer calls and visits to specially designed customer channels with the potential of self-service solutions for service users and internal clients

We shall standardise administrative procedures and business processes across the council to increase effectiveness and reduce cost. This will mean introducing a whole council document and information management culture integrated with standardised business processes.

AIM
To modernise the council's business model, improving customer/client experience, realising savings through greater efficiency and sustaining continuous improvement through the release of resources.
OUTCOME
<ul style="list-style-type: none"> • Improved working conditions for staff enabling them to be more flexible and productive • Streamlined and holistic IT systems that fully support business needs • Improved customer care and service improvements • Reinvestment of savings to achieve and maintain high performing, low cost services for the people of North Lincolnshire • Improved council performance to best in class status
Main IT elements
<ul style="list-style-type: none"> • Mobile and remote Working technologies • Flexible and secure Infrastructure; Data Centres • Automated processes • Document Management
Recent developments
<ul style="list-style-type: none"> • Introduced new technologies in data centres; Active Directory Domain to manage security from a central point; server and Print Rationalisation. • Supplied access to Email for staff over the internet with email archiving; HR e-forms • Introduced Blackberry devices for mobile working • Implemented scalable home-working solution • Introduced document management for electronic social care record • Drawn up blue print for a range of WorkSmart initiatives leading to better customer service • Piloting the full range of WorkSmart initiatives in NES Private Sector Housing team piloting
Priorities for 2009 – 2012
<ul style="list-style-type: none"> • Undertake a significant scale of pilot project looking at Brumby Resource Centre • Tender for a partner to advise and implement WorkSmart plans council-wide • Consider opportunities for Multi-agency WorkSmart • Implement corporate Document Management solutions • Introduce mobile working facilities for staff • Introduce E-News letter for staff and other communications networking facilities

Underpinning strategies and plans



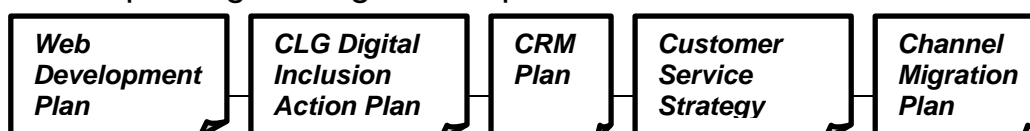
STRATEGIC THEME 4: CITIZENS ACCESS

The council's Customer Service Strategy continues to drive this theme. It sets out how we can deliver services in an integrated way, with a choice of modern, customer centered access points: Contact Centre, Web Site, Face-to-Face, Home Visits and the post. We shall embrace new technologies including presenting the Web information through DigiTV where appropriate. The Customer Relationship Management system manages the first point of contact with customers, and keeps track of their dealings with us.

We are redesigning processes, service by service, to make effective combined use of all the channels. We seek to give customers choices that meet their needs and at the same time represent value for money. Electronic communication, which includes email and text messaging as well as the website, is at the heart of the council's service delivery. We plan to work with our Partners to consider opportunities for joint service provision and sharing of premises.

AIM
Provide channels and choice for customers
OUTCOMES
<ul style="list-style-type: none"> • More satisfied customers by making a better experience of dealing with the council • Provide more web enabled solutions that enable the citizen to contact us out of office hours • Provide younger citizens with the type of access they prefer such as social networking styles • Encourage citizens to move to the cheaper channels where appropriate • Provide the front facing channels with a single view of the customer which can lead to targeting the hard to reach groups
Main IT elements
<ul style="list-style-type: none"> • Contact Centre software • Transactional website • e-Payment facilities; Text SMS Gateway • Geographical Information Systems (GIS) • CRM system • DigiTV and digital switchover • ESD Toolkit (Electronic Service Delivery monitoring system) • Government Connect for citizen authentication
Current position and recent developments
<ul style="list-style-type: none"> • Transactional Web Site with map-based information • Generic Contact centre (other Contact Centres: Benefits, Children's Services) • Customer Service emails process; • Implemented new Compliments, Comments & Complaints system • Established some automated workflows from CRM to back-office • AllPay swipe cards for the payment of NNDR and Council Tax
Priorities for 2009 – 2012
<ul style="list-style-type: none"> • Develop Customer Insight techniques and use market research to identify a range of customer focused segments, e.g. revise opening hours and self service to suit • Implement Web Development Plan • Develop the role of CRM and implement • Implement the Channel Migration plan • Develop the Digital Inclusion plan in line with the emerging Regional Digital Inclusion Strategy • Plan to contact customers through new technologies incl. mobile phones and text messaging • Introduce self-service for returning and renewing library material at main sites • Provide a customer alerting system ("My Alerts" software) on the Website • Consider the "Home Sure" initiative for utilisation of Contact Centre staff • Plan to develop citizen authentication and a single view of the customer

Underpinning strategies and plans



STRATEGIC THEME 5: DIGITAL INCLUSION

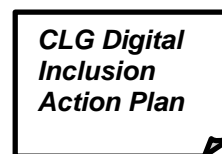
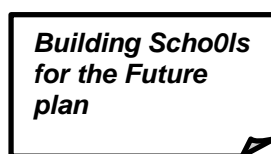
We envisage for our community Next Generation fibre broadband infrastructure and improved connectivity across N Lincs and South Humber Bank. We want to make better use of the web, and other technologies to showcase transformational projects – video, pod cast, virtual tours etc. whilst providing a web platform for voluntary and community groups. We want to see Telehealth and assistive technology initiatives a reality for our community.

We envisage Digital inclusion programmes to up skill the local workforce. We want to see every child with their own personal device to allow them to access the digital world. We see DigiTV as an enabler. Working with our partners we can envisage BSF's Common Digital Platform as a Virtual Campus for all sorts of groups including Adult Education. We want to ensure that SMEs not yet participating in web-based business transactions to do so.

e-Petitions; e-Clinics; e-Mentoring; and Participatory budgeting are just some of the exciting digital projects that the council is leading in the community.

AIM
Improving the lives and life chances of socially excluded people and deprived neighbourhoods
OUTCOME
Individuals have access to modern information systems that they require Community groups have access to the communications technology they require More citizens able to self-serve Up skilled community Local Business find it easier to do business electronically
Recent developments
<ul style="list-style-type: none"> • Implemented public access to internet (Peoples network) in public libraries • Implemented schools broadband and rolled-out BSF's investment programme • Developed e-Mentoring: Mentoring via the web of young people who are leaving council care • Developed e-Participation: get people involved in the democratic process via blogging, online forums, participatory budgeting • Developed e-Petitions: tool developed around Local Government best practice • Developed e-Clinics: therapy sessions via the internet between local PCT psychotherapists and service users with clinical depression • Developed a Domestic violence database
Priorities for 2009 - 2012
<ul style="list-style-type: none"> • Further develop and support the e-VOICE community web platform (possibly regionally) • Develop and implement an e-commerce enabled web platform for small businesses • Develop business case with an IT Partner and Yorkshire Forward for Superfast Broadband • Use the digital switchover as a catalyst to implement Tele-Health applications in the home • Plan to implement Adult Services' "Personalisation Agenda" (could mean that home-bound people doing business with ALL partner services over the web and via Digital TV) • Complete the e-Clinics project and promote the solution to the EU e-Health directorate • Promote digital inclusion to small businesses in North Lincs and assist them with the take-up of new technology and the learning of new skills

Underpinning strategies and plans



STRATEGIC THEME 6: SHARED INTELLIGENCE

We put a high priority on improving the quality and sharing of data that we need to do to enable our data to be turned into information and knowledge. This will help us, along with our partners, to provide the best possible outcomes for the Customer and the Communities.

It is essential to remove technical barriers to the free flow of information between systems

With all the services a unitary council provides there is vast potential for duplication of data. We already hold data about most of the local population (e.g. for the electoral register, libraries, schools and council tax) so the potential for pulling together is a natural step for the council and the first step towards being able to share with our partners.

AIM
Freeing the flow of information from wherever it is held to whoever needs it
OUTCOME
Partners in North Lincolnshire have a good range of quality data that can be shared Better quality Partner agencies able to share data electronically and securely Decision making information is provided to those who need it
Main IT elements
<ul style="list-style-type: none"> • Client Index • Land and Property Gazetteer • Organisation Directory – holds knowledge about the staff in the council • Integrated data hub • Business Objects Universe for Reporting • Business Process repository (using Protos software) • Government Connect for sending and receiving data sharing with government agencies
Current position and recent developments
<ul style="list-style-type: none"> • Established GIS analysis • Upgraded the GIS mapping system on Web Site • Submitted Full Business case for the development of a Data Bid (Nov 2008) • Established relationship with Police through Safer Neighbourhoods Partnership for looking at hub building and technologies
Priorities for 2009-2012
<ul style="list-style-type: none"> • Build a data hub to enabling the joining of data from various data sets into a single view • Provide cross sector data hub (“Observatory”) as required by the Audit Commission; consider with partners how we do this • Build a Community Vitality Index • Enable events sharing across the partnerships • Build portal style information presentation for users • Develop a Community Tension Framework (modelled in Protos) • Develop data sharing policies with partners • Enhance the Performance Management System

Underpinning strategies and plans

Information Management Plan

GIS Development Plan

Information Security Policy

Data Development Plan

Information Systems Architecture Plan

STRATEGIC THEME 7: DEVELOPING ICT IN PARTNERSHIP

To thrive and develop in the context of increasingly shared and joined-up services, the council must have the means of doing business electronically with other organisations. Government Connect promises a secure way to communicate with central government and other public sector bodies with the implementation of the Public Sector Super Highway that will be available from April 2009. This will become important in maintaining and enhancing the council's status as a "trusted partner" for e-business purposes.

We already work with some of our partners on IT related projects, and find there is real enthusiasm to start to join up where it is practical to do so. This coming year will see IT groups meeting, via the LSP, to lend their collective knowledge to some of our more challenging initiatives.

AIM
Effective working between partners
OUTCOME
Partnership working to find efficiency gains Joined-up working amongst partners leading to greater convenience for citizens Improved and secure services by sharing standards and protocols with our partners
Main IT elements
<ul style="list-style-type: none"> • Direct Gov Website • E-payments • Government Connect (Public Sector Superhighway)
Current position and recent developments
<ul style="list-style-type: none"> • With the Safer Neighbourhood partners developed the PRIME system (Problem Resolution in Multi-agency Environment) with an implementation plan • With the Children's Trust developed the Contact Point system (Children's Index: like a computer-based phone book to help people who work with children to quickly find out who else is supporting the child) • Developed and started implementing the Building Schools for the Future (BSF) programme • Enabled the Performance Management System to be used by our partners • IT Support offered free to Voluntary Sector (4 hours per month) • Connected to NHS N3 network and the YHGFL network for education to provide cross sector working • Started implementing the Code of Connection as required by Government.
Priorities for 2009 – 2012
<ul style="list-style-type: none"> • Set up a Partnership ICT working group and consider joint initiatives • Identify opportunities for combined ICT working • Identify opportunities for data sharing • Develop and implement joined-up working opportunities • Implement the PRIME system (Problem Resolution in Multi Agency Environment) • Specify and implement a Community Engagement database

Underpinning strategies and plans



5 Implementing the Strategy

5.1 THE IT STRATEGY BOARD

The IT Strategy Board, with membership approved by the Council Management Team, meets bi-monthly. It has the following terms of reference:

- Reviews the council's IT strategy, procedures and good practice guidance on an annual basis.
- Recommends IT development priorities on an annual basis.
- Approves any changes to priorities mid-year, as circumstances require.
- Monitors progress of major IT projects and implementation of the strategy.

5.2 THE IT PLANNING AND APPROVALS PROCESS

- September/October – Work with Service Management Teams to ascertain IT requirements for next 12 months
- Analyse requirements and sort into projects, day-to-day and non routine work bundles
- For each project work with Service to clarify budget, business drivers, benefits and timescales. Write project briefs.
- December - Draft a full programme of work and schedule feasibility studies where appropriate
- January - Resource the programme of work with IT Service Management
- February – After Council Budget Setting confirm funding with service areas
- March - Table Programme of Work for approval at IT Strategy Board
- Undertake feasibility study for each project, clarifying business case and funding source
- Following approval of Feasibility Report the project is passed to the service area for project management
- Project reviews are undertaken when appropriate (timescale detailed in Feasibility Report).

Work identified outside of the annual planning process is dealt with on a case-by-case basis with options including deferring the work or buying in resource

5.3 FUNDING

The strategy is linked with the budget process. The strategy elements for 2009 will pick up those projects that can be funded by Services.

Unfunded, and therefore only potential projects at this stage will be researched and developed during the coming year. External funding will be bid for when possible and full use of the council's funding framework will be sought.

5.4 MANAGING CHANGE

We have adopted a transformation model that is designed to ensure that benefits are not only quantified but also monitored in practice. – Neil's new model/spreadsheet Business Process Redesign (BPR) is central to transformation. Using the SPRINT method we set out the business case and what needs to change. IT developments go hand in hand with personnel involvement, marketing and communication to manage the change.

A proportion of efficiency gains will be ploughed back into BPR and project/programme management capacity. This will strengthen the council's capacity to change and lead to future efficiencies and service improvements.

Programme and project management maintains a strategic overview of developments. It keeps the focus on the promised benefits by setting out explicitly what each project contributes to the target outcomes that have been agreed for each programme.

5.5 BUSINESS TRANSFORMATION AGENDA

The following groups support the council's Business Transformation Agenda:

- Cabinet Member for Corporate Services
- Value for Money Board
- Customer Service Programme Board
- WorkSmart Board
- IT Strategy Board

5.6 CONSULTATION

We have consulted widely around the council and brought together all the ideas and requirements and grouped them into a framework for delivery outlined in this strategy.

Elected members serve on the IT Strategy Board and committed to the vision and processes outline to achieve it.

We have also consulted some leading suppliers brought about through the Society of IT Managers (SOCITM) forums, who were able to give advice and support.

5.7 MEASURES OF SUCCESS

Each project in the programme is subject to measurable outcomes, including the quantified benefits identified at the feasibility stage.

At a more general level, measures of success are:

- E-service take-up
- Customer satisfaction with e-services
- Conformance to policies and standards
- The management of risk (as defined in the IT Operational Risk Register).
- Value-for-money benefits realised

6.1 INFORMATION SECURITY

The following policies are paramount to a cohesive approach to managing our computer systems and the data they hold. The council takes its data security very seriously and takes measures to protect it, adhering at all times to the Data Protection Act and the Freedom of Information Act. To this end the following policies are directly related:

- Information security policy
- Information management policy
- Data Protection Policy
- Freedom of Information Policy

6.2 INFORMATION TECHNOLOGY

The council has various plans for updating technologies to meet the strategic requirements. Although they form part of this strategy they are written as separate documents, which makes for an elegant presentation that is easier to read and also makes them easier to maintain. See appendices.

- Technology Strategy - The council's technology strategy forms the backbone to the vision outlined in this document and is refreshed to match
- Council Web site Development Plan
- Customer Relationship Management system (CRM) Development Plan
- Geo-spatial Data Hub Development Plan

6.3 INFORMATION ARCHITECTURE

The council is keen to develop its information systems architecture in line with modern thinking, considering Service Orientated Architecture techniques.

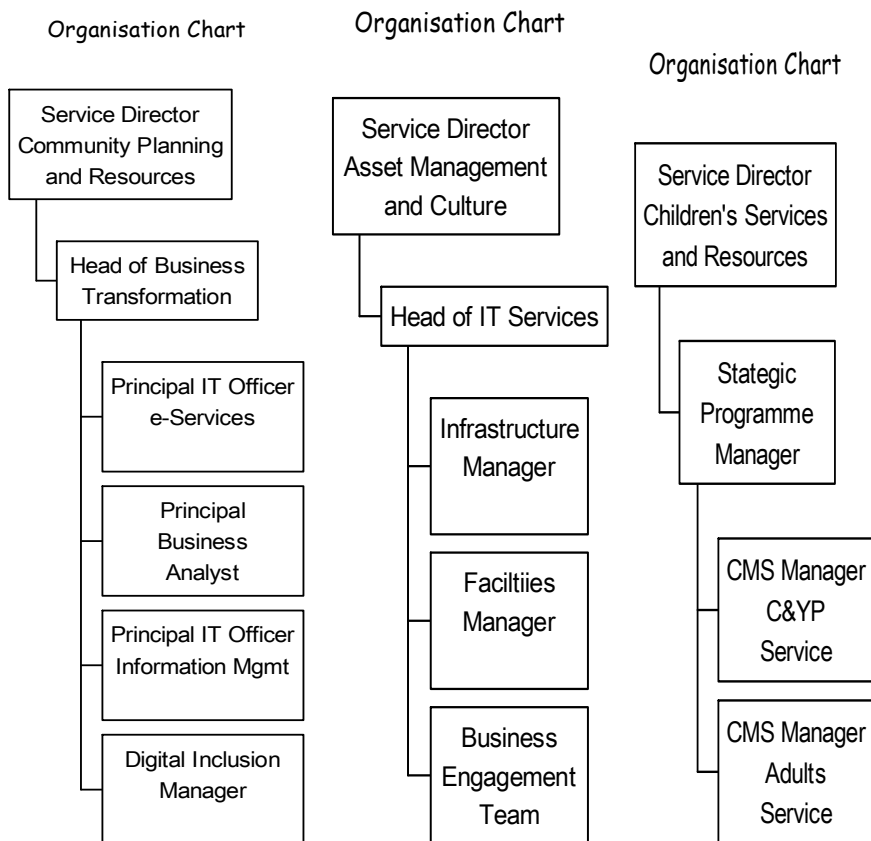
- Business Information Systems Architecture Plan
- Data Plan

6.4 OTHER, RELATED STRATEGIES AND PLAN

The Customer Services Strategy with its Channel Migration plan is particularly supported by this strategy and is developed as the Citizen Access Theme. Other supporting strategies are depicted at the foot of each Theme and referenced in the Appendices.

7.1 IT PROVISION

The council's IT service is made up of several elements; the following tree depicts these and the services provided are as follows



7.1.1 IT SERVICES

IT Services is a division of the Asset Management and Culture Service. This division is divided into two technical functions (Client and Facilities), underpinned by a third business related team.

There are charges levied to support this service and these can be found in the Guide to Service document. See appendix.

IT Client team core responsibilities:

- Installation and support of desktop and infrastructure hardware/software.
- Management of voice/data infrastructure, including capacity planning, risk assessments and disaster recovery
- Management of the home working solution and remote access for all users
- Support and management of Internet filtering for Schools, libraries and the Council network.
- Lead in the design, planning and implementation of voice and data projects

- Software and hardware IT asset management, including recycling/reallocation of hardware and printer rationalisation.
- Provision and management of Broadband services to Schools.
- Support for voice applications and services.
- Implementation of strategic security policies and procedures including an Information Security Management System (ISMS)
- Protecting the authority against external threats, using Anti Virus solutions, Firewalls, Application firewalls, Intrusion detection systems and denial of service systems.

IT Facilities team core responsibilities:

-
- Provide a comprehensive support service for Service Area applications.
- Business Impact Assessments ensuring Disaster recovery plans are in place and tested.
- Provide and support the Data Centre/Server infrastructure for service area applications.
- Advise, evaluate, plan and implement software and hardware solutions
- Provide System Administration support
- Work closely with service areas and undertake Service area contract review meetings.

The Business Engagement team core responsibilities are:

- Council-wide IT procurement.
- Development of service area IT plans.
- Investigate emerging technologies & solutions and make recommendations
- Project management support for IT Services
- Develop and manage a resourced one year operational IT Programme of Work
- Lead & document the pre-project stages for all identified IT projects.
- Monitor all council IT programmes (e.g. BPR, DIU, IT Programme etc.)
- Management of IT policy, governance and documentation
- Management of the Centralised Hardware Replacement Programme.
- Lead/coordinate on performance management for IT Services
- IT Services collaborative working on Corporate Initiatives

7.1.2 BUSINESS TRANSFORMATION

e-Services

- Automated workflow design
- Lotus Notes development
- Small systems implementation
- Data Integration
- Design and implementation of Service Oriented Architecture
- Technical maintenance and development of Web Site

Information & Data Management

- Web Site maintenance and Development
- CRM maintenance and Development
- Information Management design and development
- Strategic and business direction of Geographical Information
- Web enabled mapping for Web and Intranet

Digital Inclusion

- Develop networking and partnerships for the local community, nationally and in Europe
- Undertake projects nationally and regionally on behalf of Central Government
- Development of e-solutions for the including e-Voice and b-Voice
- Develop e-skills programmes for the council and the community
- Development of business cases for utilising new technologies
- Advice and support to local businesses who need digital skills to trade electronically
- Hire and support of mobile Multi Media unit

Business Process Re-engineering

- Channel Migration of processes to Contact Centre, Local Links and Web site
- General process redesign projects for efficiency savings
- Automated process design; including design to mobile devices
- Implementation of redesigned processes
- Building capacity for Service Areas to undertake own BPR projects
- Corporate lead on national ESD Toolkit initiative for Business Transformation

7.1.3 CONTACT MANAGEMENT AND INFORMATION SOLUTIONS SERVICES (CMISS)

Core responsibilities across both CMISS teams looking after Adult Social Care and Children's Services:

- Give strategic direction on the development of contact management systems
- Provide first & second line support services to schools, Service Area teams and external partners on contact management solutions
- Programme & project manage national and local initiatives
- Liase with IT Services on joint initiatives and IT requirements
- Manage the relationship and service level agreements between IT Services and schools

7.2 HARDWARE PROVISION

With effect from 1st April 2009, hardware budgets are being transferred to a central IT hardware replacement budget. This allows IT Services to control desktop and mobile hardware replacements. This will ensure that staff will receive the IT hardware they require on a planned basis, providing consistent specifications council-wide. This attempts to eliminate unnecessary purchases, ensure correct replacements and reallocation of hardware, optimising the lifespan of hardware. This also contributes to achieving Government connect standards, ISO 27001 and mobile and Green IT initiatives.

As the new process reduces spending on desktop hardware, an element of the former budget will be redirected to fund an annual infrastructure replacement programme for vital IT infrastructure components.

7.3 PROJECT MANAGEMENT

Prince2 is used as the methodology providing a structured approach to project management. It provides a method for managing projects within a clearly defined framework. It describes procedures to coordinate people and activities in a project, how to design and supervise the project, and what to do if the project has to be adjusted if it doesn't develop as planned.

7.4 SERVICE DELIVERY

ITIL v3 (IT Infrastructure Library) is used as the methodology providing a focused approach to innovation and continuous improvement. IT Services work within the ITIL (IT Infrastructure Library) framework for IT Service Management. This provides a clear and consistent approach to common processes such as problem, change and release management, together with service delivery principles such as capacity planning and resource management.

7.5 SKILLS AND TRAINING FOR IT PRACTITIONERS

In accordance with the Transformation Agenda the council intends to pursue the newly defined IT Professionalism standards, which comprises a specially designed Skills Framework for the Information Age (SFIA).

SFIA is a government-backed initiative that attempts to define a competency framework for IT, which describes the roles of IT practitioners in the UK and the skills needed to fulfil them.

8 Appendices

	Department	Updated
APPENDIX 1: 2009 PROGRAMME OF WORK	IT Services	
APPENDIX 2: GUIDE TO SERVICES	IT Services	
APPENDIX 3: TECHNICAL STRATEGY	IT Services	
APPENDIX 4: CUSTOMER SERVICES STRATEGY	Customer Services	
APPENDIX 5: SECURITY POLICY	IT Services	
APPENDIX 6: HOME AND MOBILE WORKING POLICY	IT Services	
APPENDIX 7: WEB DEVELOPMENT PLAN	Business Transformation	
APPENDIX 8: CHANNEL MIGRATION PLAN	Business Transformation	
APPENDIX 9: INFORMATION MANAGEMENT POLICY	Business Transformation	
APPENDIX 10: DATA DEVELOPMENT PLAN	Business Transformation	
APPENDIX 11: BUSINESS INFORMATION SYSTEMS ARCHITECTURE PLAN	Business Transformation	
APPENDIX 12: CRM PLAN	Business Transformation	
APPENDIX 13: IT CONTINUITY PLAN	IT Services	
APPENDIX 14: GREEN IT PLAN	IT Services	
APPENDIX 15: DIGITAL INCLUSION PLAN	Business Transformation	
APPENDIX 16: GIS PLAN	Business Transformation	
APPENDIX 17: BUILDING SCHOOLS FOR THE FUTURE	Children's Services	
APPENDIX 18: SAFER NEIGHBOURHOODS STRATEGY	Safer Neighbourhoods	