

NORTH LINCOLNSHIRE COUNCIL

GOVERNANCE AND TRANSFORMATION CABINET MEMBER

ICT STRATEGY 2016-2019

1. OBJECT AND KEY POINTS IN THIS REPORT

1.1 To approve the ICT Strategy for 2016-2019.

1.2 The key points in this report are:

- An updated ICT strategy has been produced for 2016 – 19
- It sets out the shared ICT vision and strategic development priorities for North Lincolnshire Council and North East Lincolnshire Council

2. BACKGROUND INFORMATION

2.1 The council's current IT Strategy 2013 -16 was approved in May 2013. It is due to be refreshed in 2016.

2.2 North Lincolnshire Council and North East Lincolnshire Council have established a shared IT service as part of the Northern Lincolnshire Business Connect shared services initiative. The IT shared service commenced on 1 April 2016.

2.3 An early and important output from the shared service is a new joint ICT Strategy (appendix A). It has been informed by extensive internal and external consultation to reflect our shared priorities and help guide our development work over the next three years.

2.4 The next few years will witness continued significant change across the public sector. Between now and 2019 this backdrop will present new challenges and opportunities. ICT is recognised as a key transformation enabler at the heart of business change as services are remodelled and sized to meet local needs within an increasingly restrained financial environment. The updated ICT strategy has been produced to help support and enable the delivery of the business transformation priorities of both councils.

2.5 Key internal and external drivers for IT change include:

- Information Management and Cyber Security
- Government Led Agendas

- Strategic Enablement of Business Transformation
- Customer Focused Delivery
- Technological Development

2.6 The ICT Strategy responds to those challenges through a series of specific strategic themes:

Workforce Mobilisation - a more mobile and efficient workforce is considered by both councils as one of the main enabling factors for the transformation of service delivery. Key to unlocking the benefits of mobilisation is the ability to deliver mobile ICT solutions which enable staff to streamline and improve working practices in order to deliver a more effective and efficient service.

Customer Channel Shift and Digital - the essence of channel shift is that the public can engage easily with council services through the on-line or digital channels of their choice. It is recognised that the potential benefits for both the public and the councils are significant.

Business Performance Reporting - in order to enable reporting to deliver information to manage services more effectively, a new approach to reporting technology is required and the ICT strategy is integral to providing this capability.

Partnership Working - the ability to work more effectively with our partners across the public, private and voluntary sectors is an essential goal for both councils.

Reliability and Compliance - maintaining a current and fit for purpose ICT estate that supports improved business continuity and is compliant with Public Services Network (PSN) standards, HSCIC IG Toolkit, PCI-DSS compliance.

Internal Transformation - development of additional self-service access for staff including mobile/remote working, develop a common document management system (EDRMS) across both councils providing a corporate system that enables records management principles

Commercial - increased focus on commercial activity to establish new income streams that support IT delivery.

Security - both councils Infrastructures must remain secure and resilient, ensuring that continuity of services are maintained whilst protecting our employees and the data we hold in our systems

2.7 Each strategic theme will be addressed through a number of defined deliverables for both internal and external customers this will be captured in the "ICT Delivery Programme 2016-17".

- 2.8 The IT service will monitor the delivery of the strategy, a single view of all ICT activity in the form of an overall ICT programme will provide assurance that outcomes are delivered. Individual projects will be managed using a standard ICT project management framework comprising of a project brief, feasibility implementation plan, highlight report, end project report and post project review.
- 2.9 The production of a quarterly information reporting will commence in July highlighting progress/issues with key ICT Projects/Programmes together with other key transformational activity taking place in other areas of each council.

3. OPTIONS FOR CONSIDERATION

- 3.1. Option 1 – Approve the 2016-19 ICT Strategy (appendix A).
- 3.2 Option 2 – Amend or reject the new strategy.

4. ANALYSIS OF OPTIONS

- 4.1 Option 1 - Approving the Northern Lincolnshire Business Connect ICT Strategy 2016-2019 is the preferred option. This will provide clear strategic focus and direction with initial enablement planning to commence.
- 4.2 Option 2- Deferring approval of the Northern Lincolnshire Business Connect ICT Strategy 2016-2019 would lead to a loss of strategic focus pending the establishment of a new strategy.

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

- 5.1 All supporting operational IT strategies, programmes, projects and plans will be reviewed to ensure they align with the priorities identified in the proposed single ICT strategy.

6. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

- 6.1 An Integrated Impact Assessment has been undertaken and indicated no adverse impacts arising from this report.
- 6.2 Decisions and actions taken in the delivery of the priorities outlined in this strategy will be subject to further integrated impact assessments as appropriate.

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

- 7.1 This strategy has been subject to extensive council-wide consultation, including advice from North Lincolnshire Council's IT Partner (MASS).

8. RECOMMENDATIONS

8.1 That the ICT Strategy 2016-2019 is approved.

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Background Papers used in the preparation of this report

IT Strategy 2013 - 16
IT Strategy 2016 - 19

ICT Strategy 2016 - 2019



IT Enablers
Enabling
Information
+ Technology



**NORTHERN LINCOLNSHIRE
BUSINESS CONNECT**

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0. Document Control

Document Location

The source of the document will be found at :

Quick R document library/IT Workstream/IT/Shared Services Project Folder

Revision History

Date of this revision 25/05/2016:

Date of next revision tbc:

Revision Date	Revision Version	Prev Revision Date	Prev Version	Summary of Changes
14/01/2016	V0.3	N/A	N/A	Draft for discussion
09/02/2016	V0.4	14/01/2016	V.03	Further draft for SS Board Consultation
18/02/2016	V.05	18/02/2016	V0.4	Further draft for SS Board Consultation
07/03/2016	V0.6	07/03/2016	V0.5	Comments following consultation with Liz Holmes
10/03/2016	V0.7	10/03/2016	V0.6	Comments from Jason Whaler
01/04/2016	V0.8	10/03/2016	V0.7	Governance diagram
12/04/2016	V.09	01/04/2016	V0.8	Governance diagram
19/04/2016	V.10	12/04/2016	V.09	Front Cover
04/05/2016	V.11	19/04/2016	V.10	Governance diagram
25/05/2016	V.12	04/05/2016	V.11	Front Cover

1. Introduction

The purpose of this document is to define North Lincolnshire Council and North East Lincolnshire Council's ICT Strategy for the years 2016 through to 2019 underpinning both Councils Strategic visions and priorities:

North Lincolnshire Council

Aspiring People and Inspiring Places focusing on the following priorities:

- Enable
- Support
- Shape
- Commission
- Transform

North East Lincolnshire Council

Stronger Economy and Stronger Communities focusing on the following priorities:

- All people in NEL enjoy & benefit from a strong economy
- All people in NEL feel safe & are safe
- All people in NEL enjoy good health & well-being
- All people in NEL benefit from green & sustainable communities
- All people in NEL fulfil their potential through skills & learning

Effective and efficient ICT is pivotal to the smooth running and development of the services that North Lincolnshire and North East Lincolnshire Councils provide.

Over the next 10 years both Councils have made the commitment to share a number of council services. The shared back office services initiative between North and North East Lincolnshire Councils has grown out of the need to provide efficient and effective support services at minimum cost in order to protect front line services to local people. Shared Services have already been established between the two councils for Local Taxation and Benefits, Procurement, Print and Insurance. Arrangements are now in place to further implement shared services with ICT, Human Resources, Finance, Internal Audit and Legal Services.

Shared Services builds upon the work already undertaken and will reinforce the key principles of how ICT can be used to effectively support the delivery of both Council's objectives and support business requirements and customer service, it is important that it is flexible enough to provide solutions to changing business requirements, but accommodate the necessary security requirements.

This ICT strategy will support the business transformation priorities of both Councils as services are remodelled and sized to meet local needs within an increasingly restrained financial environment. The ICT Shared Service will be instrumental in delivering both councils challenging 4 year financial plans.

The emphasis is therefore focussed on identifying, designing, building and deploying ICT solutions that underpin a more mobile workforce, customer channel shift to effective digital services, increased partnering, improved performance reporting and are reliable and compliant.

The scope of this Strategy is a high level document which defines the direction and framework for ICT in line with both Council's priorities. This strategy will ensure that the general direction of ICT development is not constrained but will use the knowledge and experience gained from previous areas of work to influence and inform future developments.

Influences;

- High and increasing reliance on ICT;
- Must be easy to use, cost effective and efficient;

- Must support the aims and objectives for both organisations e.g. Transforming Customer Access Programme in NLC and the Customer Access Strategy at NELC.
- Must conform with security (PSN or equivalent) and Data Protection requirements;
- Make use of opportunities to share outside of the shared service boundary, e.g. Yorkshire & Humber PSN and opportunities that the devolution agenda may present;
- Both Councils challenging 4 year financial plans;
- Changing technology and demands from departments; and
- Changing customer expectations regarding service delivery

ICT as Enabler

In order to get the best from investments in ICT, both Councils recognise that a comprehensive, business-led, customer facing ICT Strategy is needed, which will act as a framework and roadmap for the effective use and exploitation of ICT technologies and assets over the coming years.

Both Councils also see that ICT is one of the main enablers of change for both organisations as they move forward and faces the difficult financial challenges that lie ahead.

Both Councils future success as effective service providers rely extensively on how we as individuals, as teams, as organisations and in partnerships, are able to strategically manage, develop and apply ICT. The Councils believe that the ICT shared service will form an integral part of Strategic planning. Both organisations use ICT to drive and enable business process re-design to improve efficiency and increase the flexibility of service delivery models, including working with partners

2. Drivers for Change

The ICT strategy has been developed in the context of the key business drivers which will effectively support both Councils in delivering its Strategic priorities over the next three years.

Key drivers that affect how ICT can best support and enable both Councils, include:

Strategic

- Support the Councils strategic visions;
- The transformation of the Council via the Shared Services Agenda;
- The need to focus / prioritise spend on ICT in the areas with the highest priority/need;
- The need for comprehensive, consistent, accurate and timely management information, enabling improved decision-making; and
- The need to support changes to service delivery.

Information Management and Security

- The need to conform to relevant information management legislation and standards;
- The need to ensure that the data and information held by both Councils is collected, stored and used appropriately and subject to effective controls

Customer Focus

- To deliver customer transformation and digital programmes to meet the needs of both Councils
- The need to focus service delivery around the customer (whether '**citizen**' or '**business**' or '**visitor**');
- The need to be able to provide truly 'joined up' services across partners and across local and central government ; and
- The need to be able to deliver services outside 'normal' office hours.

Government Agenda

- To meet the requirements of the Comprehensive Spending Review;
- Meet demands from legislation/standards and compliance with the annual PSN Assessment
- Digital by Default Service Standards;

- Social Media, making government more efficient and open; and
- Meet the demands of the Devolution agenda

Technological

These drivers include the need for an efficient range of ICT services and the exploitation of new and emerging technology:

- The growth in off-premise (Cloud) solutions and a Cloud first design strategy;
- Mobile technology developments including tablet devices, the emergence of 4G wireless connectivity and web based applications;
- Consolidate the use of, and leverage maximum benefit from existing platforms and applications such as Microsoft;
- Rationalise the applications estate as a One Council approach to technology use;
- Technology and security roadmaps of the current ICT estate necessitate a programme of continuous upgrades relating to the applications, databases, server infrastructure, network etc.;
- Reduction of operational delivery costs across both ICT estates; and
- Information security protocols.

3. Strategic Themes

Given the Strategic context there are seven ICT Strategic themes that shape the ICT Strategy. These themes are:

- Workforce Mobilisation
- Customer Channel Shift and Digital
- Business Performance Reporting
- Partnership Working
- Reliability and Compliance
- Internal Transformation
- Commercial
- Security

a. Workforce Mobilisation

A more mobile and efficient workforce is considered by both Councils as one of the main enabling factors for the transformation of service delivery. Key to unlocking the benefits of mobilisation is the ability to deliver mobile ICT solutions which enable staff to streamline and improve working practices in order to deliver a more effective and efficient service.

The ICT mobilisation theme will allow for a truly mobile workforce. The ability to access and input essential information into and from key business systems at the point of service delivery by taking advantage of recent Wi-Fi developments and increased 4G connectivity.

To take advantage of the Y&H PSN collaboration opportunities offered by 'PSN Connected' where seamless and trusted ICT access is granted from other public sector sites.

In addition the new Infrastructure deployed in Northern Lincolnshire as a result of the Superfast Broadband Programme will support this type of access.

b. Customer Channel Shift and Digital

The essence of channel shift is that the public can engage easily with both Council services through the on-line or digital channels of their choice and it is recognised that the potential benefits for both the public and the Councils are significant. As well as improving the way in which the public engage our services, channel shift also affords both Councils the opportunity to radically change the way in which services are delivered.

Therefore, the ICT channel shift themes will not only set out how technology can improve and transform communication but also how technology can be exploited to deliver improved outcomes for both the public and Councils.

The Digital Development Vision, respective Customer Access Strategies and the channel shift programme of work will drive the specific technology requirements to support channel shift, however the underpinning technology will be focused on web based services accessed through static and mobile devices, ensuring that the technology formats effectively regardless of the device being used.

The services delivered via channel shift will fall into four main categories which are:

Providing Information: Changes will include an enhanced web presence via both Council's websites, the introduction of web chat functionality to enable real time web based interaction between the public and the Council's.

Transactional Services: Services such as paying fines, purchasing permits and booking appointments will be delivered via both Council's websites.

Service Requests: Service requests will be enabled and integrated into the back-office solutions.

Public Feedback: Ability to provide feedback to both Councils through digital means.

In addition to changing the way the public initiate interactions with Council services, channel shift should also consider the opportunity to reduce demand through developed use of assistive technologies.

c. Business Performance Reporting

Business performance reporting is planned as a centralised function managed through a Corporate Performance Team. In order to enable reporting to deliver information to manage services more effectively, a new approach to reporting technology is required and the ICT strategy is integral to providing this capability. However it should be noted that whilst this strategy will deliver the technology to build reporting solutions, the value of the information provided will be reliant on the quality and content of the source data available.

The structure of the data at an organisational level will be defined around a single customer record (or single customer record per Council), and a single property record. This will allow information to be joined up for reporting, and will assist both joined up service delivery and digital delivery.

The introduction of workflow technology such as EDRMS (Electronic Document Records Management Systems) will support both Council's in automating many of its processes and functions, reducing manual intervention and re-keying and supporting real "Channel Shift" to on-line service provision.

Technology will support and enable business performance reporting in three key areas:

- The tools for the production of datasets: The technology to build the datasets is not specific to the application or database that the data is extracted from and therefore more generic tools can be used.
- The tools for the interrogation of datasets: Once extracted the data needs to be interrogated to produce contextualised information for the business user. The options for carrying out this function are many and varied and a range of tools are currently deployed across the organisation e.g. Working with the Performance Teams, the ICT strategy will identify the technology to develop a corporate solution for data interrogation, ensuring a consistent approach and delivery of reliable and accurate information to business users. It is envisaged that the ICT strategy will deliver a core set of reporting and presentation tools that enable integration with the Microsoft products already in use across the organisation.
- The tools for presenting information from datasets; reports, dashboards, trends analysis, etc. will be provided by using a combination of advanced functionality within the Microsoft Office suite alongside dedicated reporting tools which will assist role out of reporting based on 'Outcome Based Accountability'.

d. Partnership Working

The ability to work more effectively with our partners across the public, private and voluntary sectors is an essential goal for both Councils. At the same time national initiatives and legislation are driving the requirement for integrated information systems and data across the public sector, with the current economic challenges also necessitating more efficient use of property and technology assets.

From a technology point of view successful partnership working is underpinned by ability to transfer seamless, secure and reliable information between partner organisations in order to fully integrate services, and the ability to share buildings with colleagues in other sectors whilst provide secure access to their host information sources.

Whilst information governance will be key, the technical challenges to deliver integration are not insignificant. Data must remain secure across public and private networks and data centres, unique identifiers will need to be present in all records and information and systems architecture must be consistent across all partner organisations.

The ICT strategy will provide the technology platforms that enable the integration of systems at a local, regional and national level. This requirement, and the technology needed to deliver it, is consistent with the strategic approach defined for the other themes previously noted.

A platform based approach will enable the integration of systems both external and internal to the organisation and the development of portal solutions will support access for colleagues in partner organisations as well as the public.

The ICT Shared Service will continue to work with the Y&H PSN group to ensure that technology standards are consistent, and sharing opportunities are maximised.

e. Reliability and Compliance

Maintaining a current and fit for purpose ICT estate that supports improved business continuity and is compliant with Public Services Network (PSN) standards, HSCIC IG Toolkit, PCI-DSS compliance.

Both Councils are currently members of WARP (Warning, Advice & Reporting Point) and CISP (Cyber-security Information Sharing Partnership). Memberships allows organisations from across sectors to:

1. Engage with industry and government counterparts in a secure environment
2. Early warning of cyber threats
3. Ability to learn from experiences, mistakes, successes of other users and seek advice
4. An improved ability to protect their company network
5. Access to free network monitoring reports tailored to NLC/NELC requirements

Data protection is legal requirement that affects all organisations; nationally there has been an increase in the incidence of data breaches and data loss as a result both Council's must comply with the Data Protection Act (DPA).

f. Internal Transformation

Development of more self-service access for staff including mobile/remote working.

Develop a common document management system (EDRMS) across both Council's that will provide a corporate system that enables records management principles, automates and integrates business processes in order to transform both Councils into a lean and efficient organisation, EDRMS opportunities are:

- **Customer Access:** The customer access project will transform the front end of business processes offering digital as the main/first method of communication. EDRMS will enable a lean end to end electronic and automated process

- **Corporate Records Improvement:** EDRMS will support the corporate record improvement project in reducing the amount of hard copies in archives overtime by scanning on demand into a secure electronic filing system integrated with back office applications
- **Administrative Support Review:** EDRMS will enable lean automated business processes to drive efficiencies in administration tasks across both Council's
- **Asset Rationalisation/Utilisation:** EDRMS will support future asset rationalisation by creating a paperless office environment
- **Mobile / Agile Working:** EDRMS will support mobile and agile working by enabling access to documents from any location at any time of day
- **Application Rationalisation:** EDRMS will support application rationalisation by considering the existing supplier applications and modules on the corporate license as a replacement for existing systems
- **Shared Services:** EDRMS will support the shared back office service by enabling lean processes to be implemented across the two Council's and enable staff to work flexibly across sites accessing documents from any location.
- **Directorate Transformation:** EDRMS will support directorate transformation plans for mobile working, reducing duplication and lean processes.

g. Commercial

The ICT Shared Service will look to increase its focus on commercial activity with a view to achieving the following benefits:

- Develop capacity to allow income generation from other local authorities using specialist skills of ICT staff.
- Help sustain existing services at an optimum level through economies of scale;
- Enhance customer service capabilities;
- Enhance the skills and capabilities of the workforce;
- Maintain service viability and avoid loss of skills;
- Provide new income streams as traditional funding sources reduce;
- Optimise fixed running costs, thereby reducing overall costs of delivering council services;
- Maintain, grow, or limit the loss of, employment opportunities in Northern Lincolnshire;
- Increase resources available to deliver core services;
- Support the wider delivery of both Councils Strategic Commissioning Programme.

h. Security

The ICT Shared Service will ensure that both councils Infrastructures are secure and resilient ensuring that continuity of services are maintained whilst protecting our employees and the data we hold in our systems.

The ICT Shared Service will ensure that it has adequate technical and procedural controls in place to protect its information and information processing facilities from malicious code attacks e.g. viruses and spyware. ICT are responsible for implementing appropriate malicious code detection, prevention and recovery controls. All computers and Internet and e-mail gateways shall be protected by reputable, up-to-date anti-virus and anti-spyware software

Controls shall be implemented to achieve and maintain security in Council networks e.g. firewalls, routers and switches, authentication and access controls, encryption, and logging and monitoring of access. Special controls shall be established to safeguard the confidentiality and integrity of data passing over public or wireless networks e.g. use of authentication and encryption.

The ICT Shared Service undertakes an annual assessment of the Infrastructure through Security Penetration Testing ensuring that the Infrastructure meets with the PSN Code of Connection.

Delivering the Strategic Themes

As well as introducing and developing the technology to deliver the platform capability, each of the seven key themes will themselves require technology to be introduced and upgraded to provide the functionality to support and enable service transformation. Much of this requirement will be informed through respective Council and Service Plans and business cases. The ICT shared service will review technology currently used by each Council alongside technology that could be introduced – this will create a rationalised core set of technology that will support the needs of both Councils. A high-level view of systems that will underpin the application portfolio is:



Line of Business Systems: Rev's & Ben's, Children's, Highways, etc.

ERP functions – Finance, HR, Payroll

Assumptions

To provide a context for the full ICT Strategy a number of assumptions have been made;

- The Strategy is about the vision (the 'what'), showing where the Council's ICT needs to be to facilitate and enable the requirements of the Council.
- The Strategy recognises that successful implementation is dependent on significant change in the application and governance of ICT
- The Strategy must support both the local agendas as well as that of central government.
- The Strategy must be as flexible as possible in order to allow for possible alternative means of service delivery in the future. Consequently the strategy will be formally reviewed annually to ensure that it accurately reflects and supports corporate and service delivery decisions.
- The Strategy reflects industry best practice and seeks to pre-emptively intercept appropriate innovative developments in technology.
- The Strategy recognises three types of customer – the citizen, businesses and visitors being firmly based upon the customer focused service delivery model.

The Principles

The Principles of the ICT Strategy include:

- Adherence to a key set of design principles ensuring that key solutions and infrastructures are maintained.
- An holistic approach to service delivery (multi-agency, themed packages of services)

- The adoption of a front-office / back-office model in terms of handling customer service
- An application portfolio consisting of core corporate applications performing generic functions, supported by specific line of business applications for specific business areas.
- Innovation, making use of up-to-date and emerging technology where appropriate and applicable.
- One-time data items (i.e. a data item will not be held / maintained in many places unless by design)
- Accurate, consistent and secure information, subject to all relevant Information Management legislation.
- A single, consistent ICT 'architecture' used across both Councils
- Services accessibility via at least one channel 24/7, 365 days a year.

The ICT Strategy how both Councils will apply ICT. It is important that the principles, and strategic direction described in this strategy are communicated to all areas of both Councils. The Strategy will be further communicated through the ICT Business Partnering approach.

All service areas will be required to adhere to the ICT Strategy, and involve the ICT Shared Service in all technology spend, from requirements gathering stages through to options appraisal, purchase and implementation.

Adherence to the ICT Strategy ensures consistency of approach, maintains levels of service, stability of solutions and technology, regulatory compliance and above all safety and security of information and data for the protection of both Councils, their officers and the public. It also ensures the best use of public money and resources.

Actions taken outside the Strategy, for example the purchase of software or hardware without ICT involvement and agreement have no guarantee of resulting in implementation, installation or connection to the corporate networks.

ICT will provide high quality technology-based services, in the most cost-effective manner in collaboration with the business, to meet the needs of both Councils in ensuring successful outcomes for their citizens and our communities.

To do this ICT as the facilitator and in conjunction with both Councils, will;

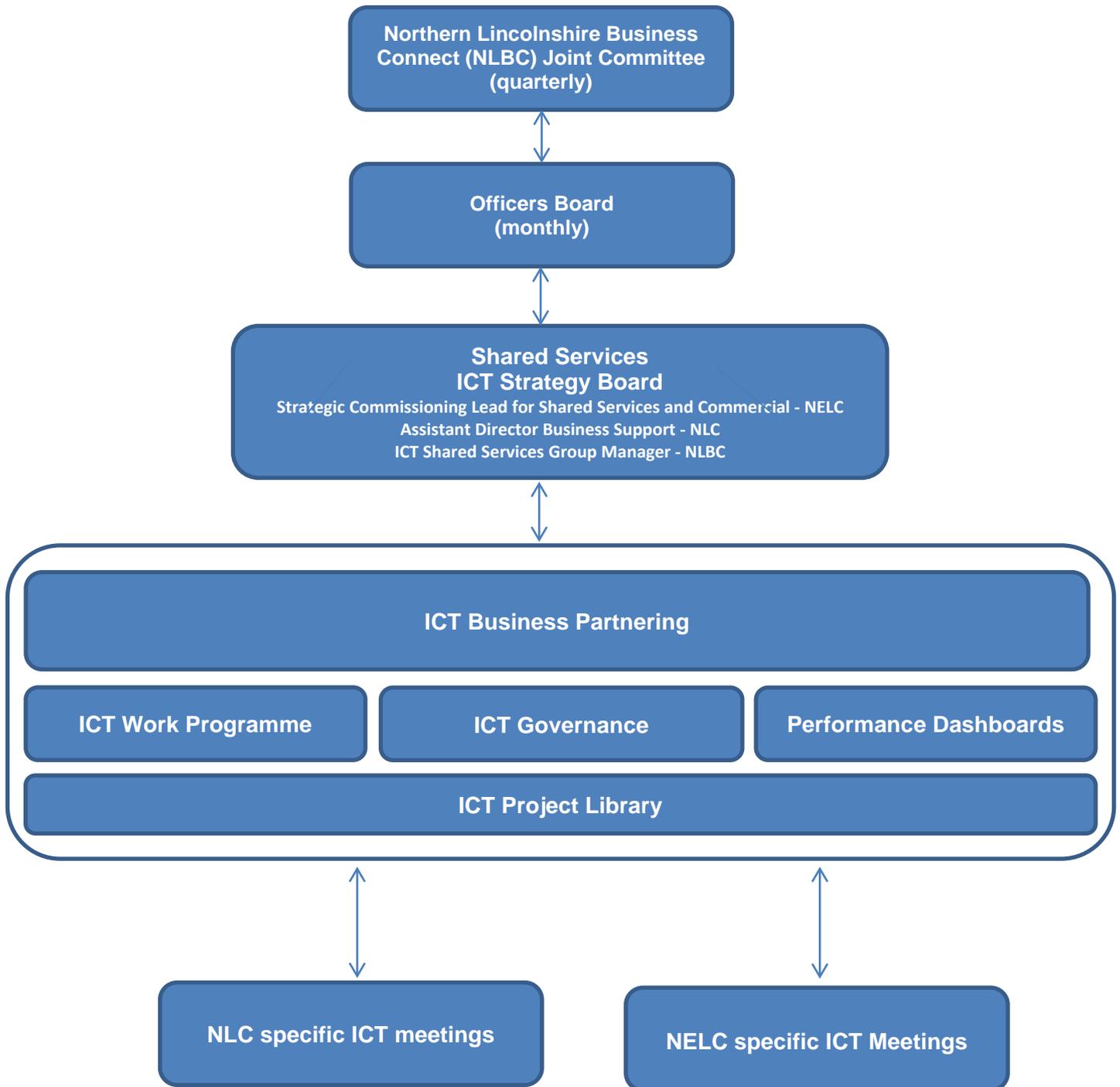
- Deliver, support and maintain highly effective, reliable, secure, up to date and innovative information systems that are fit for purpose and support both Council's lines of business, ensuring access to those solutions via the appropriate delivery mechanisms and technologies, according to need.
- Facilitate the collection, storage, security and integrity of data and the distribution of the right information at the right time while ensuring appropriate and easy access to that data and information.
- Provide leadership and governance for effective strategic and tactical planning in the use of technology.
- Provide fast & reliable access to all information systems, ensuring processes are in place to ensure business continuity.
- Manage customer's expectations so that actions are clearly understood and realistic timescales are agreed. We will communicate in plain English and provide training and consultancy where requested to ensure clear and unambiguous communication between ourselves and our customers
- The Shared ICT Service is the custodian of the ICT Strategy and is responsible for its production, upkeep, publication and dissemination. However, ownership of the ICT Strategy firmly rests with both Councils and their Members and officers.

4. Governance Arrangements

Information Technology Governance is a process for assuring that the both Council's ICT practices and investments serve its strategic aims. This encompasses IT across both Council's as a whole.

More than just the technology itself, ICT governance also guides the investment decisions, standards, business processes and policies related to that technology.

Each council currently has its own Strategic ICT presence, from April 2016 it is expected that a single Strategic Board will oversee the ICT Strategy.



The above diagram reflects how the ICT Strategy will be managed and monitored overseeing the delivery. A robust ICT Governance process will ensure that the outcomes are delivered and Business Partnering/customer planning take place.

A single view of all ICT Activity in the form of an ICT programme will provide assurance to each board ensuring that outcomes are delivered.

Each Board will have clear Terms of Reference defined together with relevant officers from each Council in attendance.

A quarterly monitoring/highlight report will be produced for both boards to highlight progress/issues with key ICT Projects/Programmes and that of any other key transformational activity taking place in other areas of both Councils.

Individual projects will be managed using a standard ICT Project management framework comprising of a Project Brief, Feasibility Implementation Plan, Highlight Report, End Project Report and Post Project Review all of which will have standard gateway/approval process for each document, this process is built around a lighter version of Prince 2 supporting methodologies currently in place at both Councils.

In some cases where a project is highlighted as a priority or substantial a Project Delivery Board will be established to monitor progress.

A number of policies, standards and documents (in either or both Councils) underpin this strategy such as;

- Council and Directorate ICT Plans
- Information Security Policy / Standards
- Digital Technologies Policy
- Digital Vision / Digital Strategy
- IT Programme of Work/IT Project Library
- IT Technical Vision & Standards
- Customer Access Strategy
- Income Management Strategy

The new single ICT Shared Service Business Partnering function will work in partnership with each Council/directorate/services to produce an annual ICT Plan/Work Programme.

This activity is seen as critical to understand what transformation opportunities exist in both NLC and NELC. The information contained in each ICT Plan/Work Programme will also highlight challenge and opportunities for joint procurements and joint ICT Project delivery.

Each senior leadership team and the Joint Delivery Board will approve the plans. The individual IT Plans will capture;

- Critical success factors & business drivers for each Council
- Business Continuity arrangements for critical front and back office applications
- Key front and back office applications
- Planned schemes/projects
- Potential areas and priorities for development
- Ongoing projects
- Service Provision
- Transformation objectives

The shared ICT Service is committed to the delivery of quality services to our customers and will be working closely with both Councils to understand aspirations and enable these to be delivered in a timely and cost effective manner, ensuring strategic fit. The projects will be transferred into an ICT Programme of work, this will highlight the investment required to deliver the strategy led by the Shared ICT Service.

The Shared ICT Service has adopted ITIL best practices within the service to ensure consistency across all elements of the service.

Ongoing customer feedback is essential to enable us to improve our service, and this will be an essential part of the ICT business partnering approach, alongside gathering feedback on day-to-day contact.

ICT Partner

To support the Shared Service journey North Lincolnshire Council employ MASS as their ICT Partner to complement ICT Services and assist in delivering council wide ICT lead change. The appointment of a partner enables the council to strengthen its services, resulting in an improved commercial service offer and enhanced skills and knowledge.

The Shared Services ICT Management Team has responsibility for the monitoring, reporting, implementation and dissemination of the ICT Strategy.

Managing Risks

The ICT strategy will be delivered through a series of concurrent managed programmes of work delivered in line with both Council’s project management standards which are both based on PRINCE2 methodology.

In line with these methodologies, processes and management tools will be in place and managed by the relevant Boards to control and contain risks to successful programme and project delivery.

Prioritisation of programmes and resources, and monitoring of progress, will be overseen by cross council governance arrangements.

Some of the high level risks associated with the delivery of the strategy are;

- Loss of key staff and prolonged impact on service levels represents the largest single documented risk
- Removal of hardware or software support leading to system obsolescence.
- Reduction of responsive service levels if resources diverted to project work
- A lack of prioritisation across the transformation programme resulting in resourcing constraints associated with having too few ICT and/or business staff whilst running significant concurrent programmes of work.
- The need for business colleagues to be fully engaged in the transformation programme and lead from a service perspective.
- Funding constraints due to unrealistic and under developed business cases.
- Funding constraints where funds identified through business cases are either not made available or are not made available at the appropriate times.
- Changes in scope that can have an impact on cost, resourcing and timescales.
- Business Continuity and Disaster Recovery vulnerabilities associated with the significant changes to the underlying ICT infrastructure.
- Important and urgent organisational business priorities emerging which require significant ICT resourcing, necessitating the redeployment of ICT staff onto new non change related activities instead.
- The technical complexity and interdependencies inherent in the concurrent deployment of large scale ICT solutions.
- Cultural challenges associated with new ways of working, the use of technology and the desire for customised local solutions.

The Difference: Outcomes of the ICT Strategy

The following summarises some of the improvements and changes users will see over the life of the strategy.

Activity	Outcome
Workforce Mobilisation	Technology in place to allow workforce mobilisation.

	Real time access to Council Back office applications.
Customer Channel Shift and Digital	Improved self-service for citizens with reduced transaction costs for the authority regardless of the device.
Business Performance Reporting	Accurate data in place within Council back office systems that integrates and populates dashboard reports
Partnership Working	Transfer of seamless, secure and reliable information between partner organisations integrating services
Reliability and Compliance	ICT estate that supports improved business continuity and is compliant with Public Services Network (PSN) standards
Internal Transformation	Enhanced self-service access system for employees. A common document management system (EDRMS) across both Council's enabling records management principles, automation and integrates business processes transforming both Councils into lean and efficient organisations Back Office Applications are continue to be rationalised
Commercial	Increased focus on commercial activity
Equipped ICT Workforce	High quality transformational, strategic and operational IT service
Delivering a common technical infrastructure	High quality transformational, strategic and operational IT service. Employees are adequately trained in the use of new modern technologies. Single ICT infrastructure and IT systems. A consolidated Data centre for ICT Shared Services. Integrated Telephony system. A single IT Solution Centre. A common email / calendar system. Integrated file structure. Single ICT Procurement Plan
Continue annual review of Information Security requirements in the light of changes in processes and practices	Data and information is managed securely and that Business Continuity and Disaster Recovery Plans are effective
Review service performance, and benchmark our performance internally and externally	Balanced value for money with performance and demonstrate value for money
Leverage the benefits of emerging Cloud solutions, PSN etc	Reduction in overall total cost of ownership and greater flexibility in sourcing and implementing solutions.

