

West Dunbartonshire Council
Strategy for Information & Communication
Technology
2011-2016

DRAFT



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1. Introduction

- 1.1 This ICT strategy serves a number of purposes: it provides a routemap for both the ICT service but also for the council - to provide clarity and direction on the use of ICT throughout the Council.
- 1.2 The ICT Strategy provides a 5-year plan that will be renewed annual and provide a detailed annual plan. The ICT Strategy provides guidance in terms of
 - what needs to be done to deliver asset management strategy, including downsizing and maximising the use of all existing assets
 - what needs to be considered to achieve shared services
 - funding bids – ensuring Council investments are consistent with the ICT strategy
- 1.3 To make clear how ICT will help the council meet its objectives and future strategy and those local partnership with other public and voluntary providers in the area (for example Valuation Joint Board, Community Partnership)
- 1.4 To identify how ICT will help the council to achieve its efficiency savings and cost reductions
- 1.5 To set standards, policies and controls (and a context for why needed)
- 1.6 To provide a coherent and well-argued basis for the programme of work for the ICT service over a number of years, with details of what it expects to achieve in that time.
- 1.7 The Council is changing, setting ambitious and challenging targets to meet the expectations of the residents and businesses of West Dunbartonshire.
- 1.8 Technology is now an everyday part of people's lives and the Council can use this to improve service delivery to individuals, communities and businesses. Technology can help target resources reduce operating costs and improve the working environment of staff.
- 1.9 This document is supported by a detailed technical document for use by ICT service.

2. Starting Position

- 2.1 **ICT as an Enabler.** ICT has been a key enabler for Council's services for many years and it continues to be an integral part of the Council's modernisation programme. In recent years the Council has made a number of significant investments in technology, to meet changing requirements from Citizens and pressures to provide better value for money. We have already helped departments achieve significant improvements in service delivery through better use of new technology.
- 2.1.1 Planning applications can now be **submitted, paid for and viewed** online
- 2.1.2 Making payments for Council services is now much **easier and quicker** with payment facilities available on the website, through Contact Centre and face to face using debit or credit cards
- 2.1.3 **Council services have been improved** with the new customer contact centre, which is supported by a new customer relationship management system and Voice Over IP telephone system, providing a single point of contact for many of the Council's services
- 2.1.4 There are now more options for **self-service online** through the Council's website, with **significant** further developments being planned
- 2.1.5 **Free-to-use** public access Internet PCs are available in all our **libraries**
- 2.1.6 Wide range of equipment and applications available in our schools, increasing their opportunities for learning. Schools are accessing modern on-line learning materials and course work through **virtual learning environments**.
- 2.1.7 Staff are able to deliver a range of **services from home** using **technology** identified as part of **ICT Research & Development pilot projects**.
- 2.1.8 **Partnership working** is a reality with NHS and Social Work staff able to **co-locate** at various Council locations using existing equipment and systems.
- 2.1.9 ICT is helping the Council achieve its **Carbon Management** targets through printer rationalisation, PC power management & server rationalisation projects
- 2.1.10 Several services (Revenues and Planning) have implemented **Electronic Document and Records Management System** (EDRMS) and starting to realise the benefits arising from **accommodation savings** for filing and file storage as well as **improved staff flexibility** through access to information including manual files. A **framework agreement** is in place whereby EDRMS licenses can be rolled out Council wide on a modular / service by service basis.
- 2.1.11 ICT service is delivering on Council's commitment to **centralisation** with departmental ICT resources now reporting under single management structure.

- 2.2 **Current Perception of ICT.** Along side successes listed in section 2.1, the ICT service is currently viewed predominantly as an operational service – it is recognised as delivering the core infrastructure and ICT services to meet the day to day operational needs of the Council, does so at a reasonable overall cost and to a good standard. Feedback from range of Council Managers describe the ICT service as “responsive”, “quick to react”, “flexible”, but also identify following weaknesses, which currently limit the ability of the ICT service to fulfil the required role for the future:
- 2.2.1 The service has insufficient strategic or business change resource to meet the demands for change already emerging, and likely to arise further in the years ahead; it is described by users as “reactive” rather than “proactive” though it is recognised as taking an increasingly corporate and strategic view of the future.
- 2.2.2 The infrastructure (data networks, voice networks, desktop systems, servers) has grown in a piecemeal fashion over the years, through investment by individual services, lacking a strategic overview – in some respects the infrastructure is out of date and requires upgrading.
- 2.2.3 Corporate management and governance of ICT should be strengthened, to ensure that that ICT resources are focused on those areas of work that are of greatest overall benefit to the Council
- 2.2.4 The council web-site, the core component of delivering services and information more efficiently to customers, currently has no clearly defined owner, is not supported by a clear strategy, and is not earning its keep; it is a cost, not a benefit. And a cost the council cannot afford.
- 2.2.5 Greater coordination of the activities of web development and management, customer service, business change, and ICT would bring benefits in achieving better outcomes from existing initiatives; currently many of the pieces needed for making significant cost savings are in place, but the benefits are not being generated.
- 2.2.6 The ICT service is seen as supporting too many individual applications – indicating that a more strategic approach to the selection and implementation of business applications should be adopted.
- 2.3 **Current Structure of ICT.** ICT services across the Council have just been merged in line with Council’s centralisation agenda.
- 2.3.1 Centralisation changes included
- 2 HEEDs MIS officers joining ICT in May 2010,
 - Print and Reprographics merge in June 2010,
 - Receptions staff moving to ICT in September 2010

- ICT Purchasing staff moving to Finance in October 2010; and concluded with
- 19 FTE Education Service Technicians merging on 1 February 2011.

This brings the Current ICT FTE total to 72, plus 19 Contact Centre staff.

2.3.2 The ICT service is currently restructuring and delivering a budget saving of £350K for 2011/12 in addition to £45K staff savings made in 2009/10.

2.3.3 This ICT restructure is focused on separating the ICT service into two strands; one focused on delivering on cost effective competitive and measurable support service and the second group of specialist technical services focused on delivering transformation services to business and helping departments use technology to deliver efficiencies.

3. West Dunbartonshire Council's corporate drivers and vision for the future

- 3.1 WDC and its partners, through the Council's vision and Single Outcome Agreement, are setting bold and ambitious plans:

“We will improve prosperity and inclusion for all citizens, deliver better and more efficient services, and improve West Dunbartonshire as a place to live work and visit”.

- 3.2 All our actions and service plans are focussed on
- Regenerating the local economy
 - Improving the health and well-being of our citizens
 - Building safe and strong communities
 - Sustaining the environment
 - Developing education and lifelong learning opportunities for all; and
 - Improving our council.

- 3.3 For our various stakeholders, this will mean different things

For **Businesses** in West Dunbartonshire - to provide better and easier access to Council and business information and services.

For **Citizens** - to provide easier and quicker ways of accessing Council services and provide them with more opportunities to benefit from access to and use of new technology.

For **Members and Staff** - to have innovative technology solutions, providing easy to use, reliable systems which enable responsive service delivery and flexible ways of working.

For **Partners** - to enable co-ordinated and targeted service delivery through modern, robust solutions.

- 3.4 The business drivers. The Council is already undergoing considerable change to prepare itself for the challenges of the future. At corporate level, a vision is developing of how the council will need to change in order to meet its financial constraints while still delivering effective services to its customers. However, it is clear that a number of key drivers will impact on the ICT service

- 3.4.1 The need to do more with less – achieving savings not only through efficiency savings, but through changes to the current operating models and delivery mechanisms.

- 3.4.2 ICT is fundamental to many of the likely changes, for such things as increasing the use of self service on the web (reducing the cost of dealing with customer enquiries and of some aspects of service delivery), enabling more

flexible and efficient ways of working (achieving staff efficiencies and savings in office space requirements through mobile working, smart working, home working), enabling electronic management of information, replacing paper files and the storage space they occupy (enabling savings in the floor area required per person);

3.4.3 Working in partnership with other organisations – particularly for WDC with health and with neighbouring former Strathclyde region councils, and potentially with other public and third sector and commercial organisations;

3.5 Already much is under way:

3.5.1 Property asset strategy – to examine options for reducing the property portfolio and associated operating costs, through the greater use of flexible working solutions and document management systems

3.5.2 Customer service strategy –to analyse needs of citizens and how they wish to transact business with the Council, now and in the future so that we deliver information and interactive services in a way that meets their needs. This is not simply a plan to move service provision to online channels but rather to transform service delivery so that citizens have a choice and providing a means for citizens who wish to move to online service delivery if they wish to do so. A gradual change to how services are delivered will gradually deliver efficiencies, improving customer services and achieving more from less

3.5.3 Exploiting the Agresso financials system and the existing document management system to obtain the full value from them.

3.6 The council vision as currently described is:

3.6.1 A council which is leaner and more efficient – staff savings through working more efficiently, more effectively, and in partnership with others

3.6.2 Sharing services both internally and with partners – to reduce staff and reduce cost

3.6.3 Relying much more on information – recognising this is the key to delivering effective services efficiently

3.6.4 On-line, self service delivery of services

3.6.5 Rationalising the property portfolio of the council, and generating capital from the revenue-generating properties

3.6.6 Prioritising services to ensure that the most important services are not compromised

3.6.7 Reducing duplication.

3.7 Other Drivers. Internally to ICT, the strategy also needs to focus on:

- 3.7.1** Customers – an increased citizen expectation – seeking improved quality of delivery AND greater choice
- 3.7.2** Green agenda – already being tackled through virtualisation and thin client technologies, but more can be done on, for example, the efficiency in the air conditioning of the data centre, automatic shut-down of desktops, etc
- 3.7.3** Service management – ITIL – an internationally recognised basis for best practice in ICT service management – not yet fully implemented in WDC
- 3.7.4** The need for security, resilience and reliability – of all aspects of the ICT service and infrastructure
- 3.7.5** Service level agreements – these will increasingly be required within the council; an SLA is under development.
- 3.8** Barriers. A few barriers can be identified that may prevent the IT service from delivering its full potential value. Many of these are outside the control of ICT itself:
 - 3.8.1** Ownership of the website – is largely unclear – somewhere between Corporate Communications and ICT; often it is better for the website to be owned jointly by customer service, corporate communications and ICT – whoever owns it, it must be recognised as a corporate resource, the single most important channel for communication and service delivery.
 - 3.8.2** Although the technology for the website (the CMS, and the support and hosting arrangements) are sound, the content is poor and outdated and this is likely to be reducing the likely take-up
 - 3.8.3** The quality of data held by services on their individual systems is poor and uncoordinated, reflecting the absence of a clear information management strategy for the council and a corporate information architecture.
 - 3.8.4** ICT, customer service, information management, business change – all of which need to work in harmony to achieve the very significant savings that the Council requires – are not all in place.
- 3.9** Some additional issues for consideration include
 - 3.9.1** The creation of a Leisure Trust
 - 3.9.2** Partial housing stock transfer
 - 3.9.3** Integrated health and social work partnership – working towards shared records, shared network
 - 3.9.4** Clyde Valley Shared services
 - 3.9.5** Estates rationalisation – schools, registrars, libraries, customer reception points
 - 3.9.6** Schools bandwidth – problems in some primary schools
 - 3.9.7** Wireless networking in schools – to deliver a secure departmental solution rather than local solutions that place Council's data at risk.

- 3.9.8** GIS – no common policy on its use or on the inclusion of spatial data in datasets
- 3.9.9** Changing landscape in social work – more emphasis on self assessment, personal budgets etc
- 3.9.10** IAF for children’s services
- 3.9.11** Changes to the benefits landscape
- 3.10** ICT responding to business needs. Providing an IT service and systems to respond to these drivers means having a range of key elements in place:
- 3.11** Appropriate management and governance of the ICT function to ensure that it is, and remains, aligned to the corporate need
- 3.12** An appropriately skilled ICT service, equipped to deliver what is required
- 3.13** A clear, and regularly updated, strategy for meeting the business challenges
- 3.14** A robust, reliable and resilient technical infrastructure including
 - 3.14.1** A communications network, with capacity and flexibility to meet the increasing, and changing needs and the ability to survive significant disruptions – as the organisation becomes more dependent on information its demands for access to information (and hence network bandwidth) will increase
 - 3.14.2** A data centre – to host the key applications that the council requires, and to hold securely the data it relies on
 - 3.14.3** Cost effective, reliable and functional desktop and mobile equipment to provide staff access to the information and systems they need for their work
- 3.15** Appropriate fit-for-purpose applications to support both the corporate business needs and the needs of individual services (support the corporate agenda)
- 3.16** Services which support the infrastructure to maintain it in good order and to respond rapidly to faults
- 3.17** Services to support the applications and their interfaces
- 3.18** Certain key elements which are fundamental to achieving the Council’s aspirations to make significant savings:
 - A fully functional website, supporting self-service for customers, and backed by corporate policies which encourage a shift of transactions to the web; the web occupying centre stage between the Council and its customers, being the definitive source of information and access to services for both customers and customer-facing staff alike
 - Full integration of the website to back office systems and where appropriate to corporate systems
 - Mobile and home working - the technology to support it and the corporate policies and procedures to encourage take-up
 - Electronic management of the Council’s information resources, to enable a range of savings to be made

4. WHAT DOES THE ICT STRATEGY MEAN FOR BUSINESSES IN WEST DUNBARTONSHIRE?

4.1 A prosperous and vibrant economy is a key theme for West Dunbartonshire. It is vital that the town is regenerated to appeal to companies, keeping those already here and attracting new investment. The Council has a role to play in ensuring the provision of services to businesses which reduce costs. The ICT strategy needs to support this.

4.2 *What will we do?*

4.2.1 From our website we will provide signposting to sources of online business information, for example information about business start-up opportunities in West Dunbartonshire, grants and premises. This will make information more easily available to small businesses who don't have the resources to spend on researching what is available.

4.2.2 We will become a community hub by providing links to other business related websites, connecting and facilitating business to business links.

4.2.3 We will provide information about training opportunities and links to online courses and materials to up-skill the workforce in the area.

4.2.4 We will provide easy to use forms and business register which can be completed on-line to simplify the process of doing business with the Council.

4.2.5 We will investigate the provision of fast broadband access across the area and cost of making this accessible to all businesses regardless of size.

4.3 **Projects to deliver these benefits**

<i>projects</i>	<i>Outcomes & when</i>	<i>benefits</i>
Self-Serve	The Council's website will be upgraded to provide more opportunities for business information Phased improvements planned starting in Year 1	<ul style="list-style-type: none"> • Businesses will be able to satisfy more service requests without reference to Council staff • Business will be able to register for marketing information • Businesses will have more choice in how they interact with the Council, as more business related services are made available through the Council's website • Information will be accessible more easily through better structure and search facilities
Consolidation of business records –'single	Back-office systems will be integrated to the Customer Relationship Management system	<ul style="list-style-type: none"> • This will provide a single view of a business by linking records together across back-office systems • A greater number of service request

customer view'	(CRM) Year 2	will be answered at first point of contact <ul style="list-style-type: none"> • A 'tell us once' approach will increase customer satisfaction and reduce data capture costs
Council wide Wireless network	The costs and benefits of a Council wide wireless network will be investigated and costed Year 2	<ul style="list-style-type: none"> • Businesses will have low cost access to the Internet from anywhere in the area • Company staff will have access to more information for learning and development
Future workforce educated to uniform standard	Benefits of standard platform for delivering education to citizens from nursery through to adulthood. Phase roll out starting year 1	<ul style="list-style-type: none"> • Standard IT equipment used throughout school estate • Standard applications used throughout school estate. • Standard service delivery via Peoples Network in Libraries, Community Education and nursery services • Introduction of ICT to pre school environment

5 WHAT DOES THE ICT STRATEGY MEAN FOR OUR CITIZENS?

- 5.1** The SOA has identified a number of priorities for the West Dunbartonshire. Key priorities include: providing services locally to people, improving educational standards and opportunities for all, and closing the gaps in quality of life for our most disadvantaged communities. Our ICT Strategy can help achieve some of these. What will we do?
- 5.1.1** Provide more channels through which people can obtain information and request services from the Council, at times and locations to suit them
- 5.1.2** Self-service opportunities for citizens will be increased through the Council website, reducing the cost of service delivery when compared to face to face and phone and also reducing the need for citizens to travel to Council buildings
- 5.1.3** We will introduce a 'tell us once' approach, so that information provided by our service users can be securely shared with other service providers
- 5.1.4** Adopt a 'single view' of the customer, to enable better service delivery through joined up back office systems and reducing the number of systems used throughout the council.
- 5.1.5** Provide more opportunities for our children to learn in ways and at times which suit their individual needs and abilities. This will be achieved by making appropriate ICT equipment available outside the normal learning environment. This will also help to bridge the divide between families who can afford the technology and those who cannot
- 5.1.6** Through schools we will provide access to virtual learning platforms from the Internet, making more coursework, homework and pupil records available on-line at times and locations suitable to the child and parents including providing on-line access to course work, homework and pupil records. This will encourage parents who may not otherwise engage with new technologies to become involved and benefit from the opportunities provided by the Internet
- 5.1.7** Provide access to technologies, such as the Internet, which will enable life long learning and development for all citizens. This will be delivered by making information more easily available on-line and providing access to new ways of learning, such as on-line interactive courses
- 5.1.8** Improve consultation with citizens to obtain their views and inform our decision making
- 5.1.9** The Council will investigate high-speed commercial broadband services to make West Dunbartonshire a key broadband connected area
- 5.1.10** Ensure the Internet facilities provided via People's Network are up-to-date and giving citizens greater opportunities to make use of the benefits provided on-line

5.1.11 We will provide more map-based views of services and facilities across the area. This will present information in more easily understandable ways

5.1.12 Streamline existing processes and practices to across the Council and introduce standard approach to make it easier for customers to liaise across a wide range of services and departments.

5.2 Projects to deliver these benefits

projects	Outcomes & when	benefits
Website upgrade	The Council's website will be upgraded to provide more opportunities for self-service, better functionality and easier searching: Phased improvements planned starting in Year 1	<ul style="list-style-type: none"> • Citizens will be able to make more service requests independently • Provide more choice in how citizens interact with the Council • Increase number of self-serve transactions thereby reduce the cost of service delivery • Information will be accessible more easily through better structure and search facilities
Service Transformation	A series of projects to review and standardise end-to-end processes across the Council Year 1, implement 4 transformational projects	<ul style="list-style-type: none"> • Introduce standard Council process for customer interaction • Increase the number of services being delivered at first point of contact • Reduce paper handling • Reduce duplication
Council wide Wireless network	The potential for a wireless network across the Council geographic area will be investigated: Year 2 Improve links between existing key Council locations Year 1	<ul style="list-style-type: none"> • Citizens will have low cost access to the Internet from anywhere in the area • Improve digital inclusion by increasing opportunities for Internet access • Increased educational opportunities • Social isolation will be reduced as use of the Internet opens up opportunities for people to keep in touch with friends and relatives at lower costs • Increase range and performance of services available at key Council locations

<p><i>“citizen Account” and property systems integration</i></p>	<p>The National Citizen’s Account linked to Council’s Relationship Management (CRM) system will be integrated to more systems, such as Council Tax and Housing Benefits, street light fault reporting and mapping systems:</p>	<ul style="list-style-type: none"> • Service requests will be satisfied more quickly through better information • Staff will have access to better information, enabling them to provide an improved service to Citizens • Single view of property information, reducing data duplication & manual processes
<p><i>Asset Utilisation</i></p>	<p>Maximise the use of existing assets offering multiple services at key geographical locations based around community need</p> <p>Phased review and implementation starting in Year 1</p>	<ul style="list-style-type: none"> • Improving access to services • Maximising potential of key assets • Releasing under utilised assets for reuse or disposal • Increasing flexibility of workforce

6 WHAT DOES THE ICT STRATEGY MEAN FOR OUR MEMBERS AND STAFF?

6.1 The Council has made significant investments in new technology and has large quantities of information, both electronic and manual. The ICT strategy will ensure that these investments are built on and benefit members and staff and improve service delivery for our citizens.

6.2 What will we do for Staff & Elected Members?

6.2.1 We will provide you with modern technology which is fit for purpose to discharge your civic and service responsibilities

6.2.2 We will provide you with access to your email and supporting systems at times and locations of your choice but which is also secure, and minimises nuisance and threat from spam.

6.2.3 We will provide you with access to accurate and timely information which allows you to answer the majority of enquiries at first point of contact - information will become a more strategic resource in service delivery and decision making

6.2.4 We will train to use and benefit from the technology

6.2.5 We will provide facilities to use new ways of engaging with citizens and constituents, such as blogs and forums

6.2.6 We will provide a voice and data network which is efficient and supports modern flexible workforce and business applications. We will update and maintain the voice and data network to ensure high availability of services

6.2.7 We will ensure information is backed up and can be restored in timescales appropriate to service needs

6.2.8 We will provide efficient desktop printing services which meet local needs for quality and volumes

6.2.9 We will provide efficient desktop services to meet changing workforce flexibility and property rationalisation requirements

6.2.10 We will provide Elected Members with access to information which allows you to monitor the Council's performance

6.2.11 We will provide secure access to systems and IT services for all Council employees.

6.3 Projects to deliver these benefits

projects	Outcomes & when	benefits
Website development	<p>The website will be improved to provide additional functionality and better search and navigation</p> <p>Phased implementation starting in Year 1</p>	<ul style="list-style-type: none"> • Transaction costs reduced as more opportunities for customer self-service are introduced • Increased customer satisfaction as citizens can do business with the Council through the website at times and locations which are suitable to them • The Intranet will be improved to become a valued source of information, knowledge can be shared and staff can learn • Access to social media, such as Twitter, Blogs and Forums will increase opportunities for wider citizen engagement
New HR self service portal	<p>The implementation of HR self service portal will provide a number of benefits</p> <p>Year 1 and 2</p>	<ul style="list-style-type: none"> • Managers and staff will be able to undertake a number of tasks through self-service, reducing time spent on administrative tasks • Management information will be more timely and presented in styles and formats appropriate to individual's needs • Accuracy of reports will be increased through consolidated information sets
Council wide Wireless network	<p>The potential for a wireless network across the Council geographic area will be investigated:</p> <p>Year 2</p>	<ul style="list-style-type: none"> • Citizens will have low cost access to the Internet from anywhere in the area • Digital inclusion will be improved by increasing opportunities for Internet access • Increased educational opportunities • Social isolation will be reduced as use of the Internet opens up opportunities for people to keep in touch with friends and relatives at lower costs

<p>Consolidation of customer and property records – ‘single customer/property views’</p>	<p>Back-office systems, such as Council Tax and Benefits, Planning Applications and Mapping systems, will be integrated with the CRM system:</p> <p>Phased roll out commencing in Year 1</p>	<ul style="list-style-type: none"> • This will provide a single view of the customer by linking records together across back-office systems • A greater number of service requests answered at first point of contact through staff having access to information across back-office systems • Using a ‘tell us once’ approach will increase customer satisfaction and reduce data capture costs • Single view of property information, reducing data duplication & manual processes
<p>Reduction in desktop & data centre costs</p>	<p>Energy consumption and annual support costs in the data centre will be reduced by cutting the number of servers and support requirements</p> <p>Scoping and contract options in Year 1. Implementation in Year 2</p>	<ul style="list-style-type: none"> • Reduce energy consumption at the desktop by replacing high-energy consuming PCs and monitors with more energy efficient devices • Improve business continuity through a more flexible approach to server set up • Reduce cost of providing PCs to the desktop by replacing PCs with simpler devices • Delivering IT services to support a mobile and flexible workforce thereby reducing accommodation needs.
<p>Convergence of voice & data networks</p>	<p>Voice and data networks including Education network will be converged onto a single network</p>	<ul style="list-style-type: none"> • Telephony costs will reduce as private lines are removed and call costs become cheaper • Convergence of the network will bring together telephony, email, text and other communication channels. This will provide staff with more flexible ways of working and keep them in contact with the business by allowing them to divert contacts to the most suitable channel • The Council will become more attractive as an employer by providing employees with more flexible working opportunities and improved work-life-balance

<p>Improved business Applications</p>	<p>Out-dated legacy applications will be replaced by more modern systems (e.g HMS)</p> <p>Business case and funding bid in Year 1</p>	<ul style="list-style-type: none"> • Review all core business applications and replace with up-to-date solutions which facilitate better management information, • integration with other core applications across the Council and partners, • provide opportunities for flexible ways of delivering services • Standardise on key technology platforms, reducing the support and skills overhead
<p>Electronic document, workflow and records management</p>	<p>The use of electronic document storage and workflow will be increased across the Council</p> <p>Continue phased implementation in year 1</p>	<ul style="list-style-type: none"> • This will support flexible ways of working, by making documentation available electronically rather than stored in filing cabinets, and so available on-line • Office accommodation costs reduced as less physical storage space is required • Retrieval of documents will be faster, enabling customer requests to be satisfied in a more timely way • Information held more securely and won't get delayed or lost whilst being transported around the Council. • Business Continuity will improve through electronic storage of information

7 WHAT DOES THE ICT STRATEGY MEAN FOR OUR PARTNERS?

7.1 Working closely with our partners will be essential if we are to move forward and achieve our objectives of providing outstanding services to our citizens. In order to understand citizens' requirements, and target resources where they are most needed we will need to share information with partners in ways which support this.

7.2 It will also be necessary to continue to equip buildings where staff are co-located, so that staff from all agencies have access to telephony and their own and shared information systems. This strategy sets out how the Council's ICT will be developed for the benefits of partnership working and improved customer services.

7.3 What will we do?

7.3.1 We will ensure that our information is provided in a timely and accurate manner to facilitate partnership working

7.3.2 We will keep our information and our partners' information safe and secure, to ensure compliance with legislation, such as the Data Protection Act and also gives our service users confidence

7.3.3 We will ensure that joint-use facilities are serviced by high-speed, reliable voice and data networks

7.3.4 We will investigate opportunities for sharing services where this is considered to be appropriate and beneficial to partners and service users

7.3.5 Improved management information will be provided to enable better planning of resources to effectively target service delivery and partner outcomes

7.3.6 By using a **'tell us once'** approach citizens will only need to tell one agency their basic details and this will be shared with other service partners

7.4 Projects to deliver these benefits

projects	Outcomes & when	benefits
Government Connect	Connections will be set up to the Government Secure Intranet (GSX Code of Connection) Annually	<ul style="list-style-type: none"> • This will provide secure channels through which information can be shared between partners • Additional security measures will be introduced to ensure all access to information is logged and managed • Information sharing will be faster, leading to improved customer service
Securing Information	Secure and resilient access to authenticated users Year 2	<ul style="list-style-type: none"> • Only authenticated users will be able to access information • Risk of information loss will be reduced
Single view of Citizens	Service user information will be linked across partner systems: Phased implementation from Year 1	<ul style="list-style-type: none"> • Information quality will improve through linking customer records together • Services will be targeted through access to better information
Service Performance Management	Introduce and monitor SLA for ICT service delivery Introduce Year 1	<ul style="list-style-type: none"> • Measurable service • Regular discussion and liaison on service performance and review of targets • Benchmark measures and monitoring
Website development	The website will be improved to provide integrated links to partner services. Phased implementation starting in Year 1	<ul style="list-style-type: none"> • Transaction costs reduced by introducing self-service for partner organisations. • Increased customer and staff satisfaction as information and services are linked seamlessly • Provide a valued shared source of information and knowledge

8 Summary of the Year One Investment required to Implement the ICT Strategy

- 8.1 Investment.** In order to deliver the ICT Strategy, substantial investment will be required. At present there is no agreed recurring annual investment for ICT although the ICT service bids through annual capital programme and 'spend to save' fund. At present most investment is at departmental rather than corporate level.
- 8.2** Development and agreement of the ICT Strategy will give more scope to bids and plan 2-5 years ahead.
- 8.3** The tables below show the current investment bids being made by ICT for financial year 2011-12.

Finance and ICT – Securitisation Bids 11-12	£000	Priority Allocation Category
Web Development		Asset Management
ICT Equipment Leasing		Asset Management
Corporate scheduling and mobile solution		Redesign Service Delivery

Finance and ICT – Committed Bids 11-12	£000	Priority Allocation Category
Printing Hardware/Software	70	Asset Management

Finance and ICT – Uncommitted Bids 11-12	£000	Priority Allocation Category
Data Centre Environmental Control	8	Asset Management
Privilege Manager	11	Asset Management
Procurement of Encryption Software	50	Asset Management
Voice Messaging	50	Asset Management
Electronic Records Management - Ext Rollout	70	Asset Management
ICT Helpdesk System	80	Asset Management
Expansion of IP Telephony Infrastructure with Garshake, Rosebery Place & Church Street	120	Asset Management
Corporate PC & M/S Office	100	Asset Management
Implement a Patch Management Solution	50	Asset Management
Corporate Geographic Information System	165	Asset Management
Offsite Data Replication	250	Asset Management
Expansion of Council's Website to deliver transactional services and links to back office systems	100	Spend to Save Bid
Upgrade of Unix servers estate to facilitate rationalisation	65	Spend to Save Bid
Expansion of Virtualisation platform within Garshake and Rosebery Place	80	Spend to Save Bid

Intro of Technology for Home & Mobile Working	100	Spend to Save Bid
Implementation of standard image for Council PCs using Citrix Zen Desktop Solution.	150	Asset Management
Expansion of Corporate Email to improve performance and provide DR functionality	80	Asset Management

8.4 The benefits. As a result of implementing this strategy, the following will be achieved:

- Delivery of a fit-for-purpose website, delivering information and services to a significant percentage of the Council's customers (target 50% of all transactions to be via the website within 24 months), achieving a saving to the council of £x million over five years
- Implementation of mobile and flexible working, enabling a downsizing of required office accommodation of 30%, and staff efficiency savings of 5%, through enabling people to work more efficiently and to adopt a more flexible policy towards office accommodation and desk provision
- Implementation of electronic documents and records management across the Council, enabling a further downsizing in the required office accommodation by 20% by removing the need for filing and storage space (90% reduction), and supporting the mobile and flexible working initiative and web-site self service delivery
- Through the above, paving the way to enable the Council to rationalise its property portfolio and to generate significant capital receipts in the process
- Achieving internal efficiency savings in the ICT service itself through introduction of SLA.