Executive   **24ᵗʰ October 2006**

Report of the Strategic Head of Information Technology and Telecommunications

Review of the CYC ITT Strategy 2002-2007

Summary

1.   To review the Council's progress in delivering its ITT Strategy for 2002-2007 and to identify the broad direction for the development of a future 5 year ITT Strategy.

Background

2.   The ITT Strategy 2002-2005 has been reviewed to assess what has been successfully delivered, what is either in progress or has been partly achieved and what has not been delivered. This review is attached as Annex A.

3.   The Strategy has 4 key themes.

1.   **Provide a secure, resilient, high performance ICT Infrastructure**
2.   **Create the environment to deliver E-government**
3.   **Use technology to improve business efficiency**
4.   **Establish effective links with Partners**

4.   Each theme or vision statement is supported by a number of objectives which would deliver the vision. The objectives themselves are composed of a range of projects. In all there were 129 objectives set , and of these 63% have been fully achieved with further 26% partly achieved. This is shown in the diagram below.
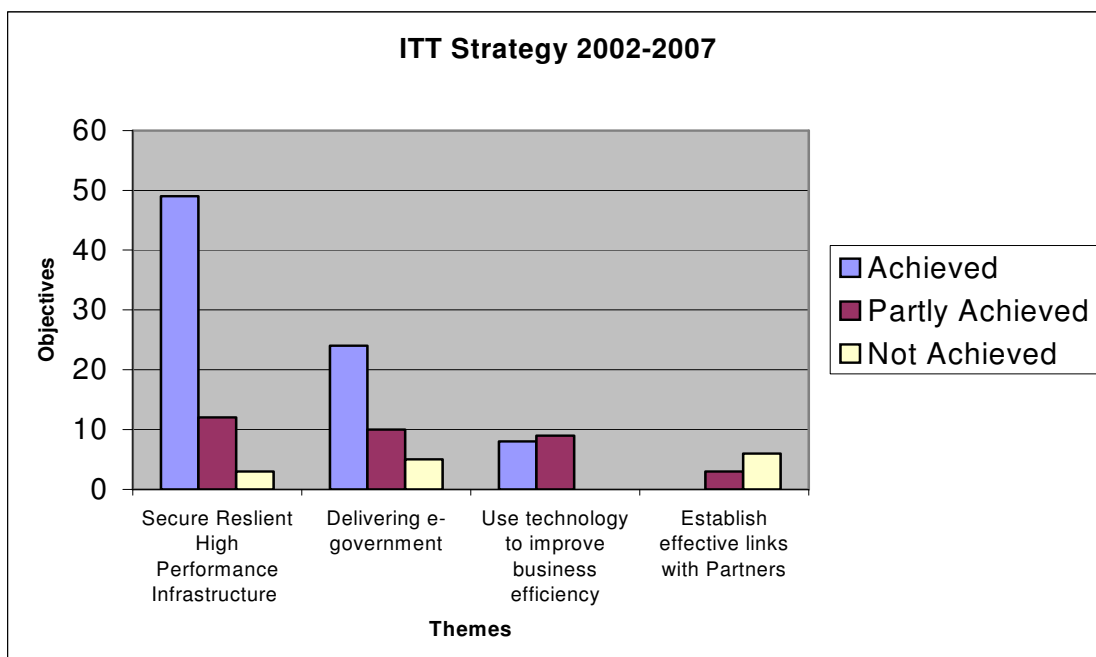
5. There is a clear focus of effort on the first two themes, with 103 of these stabilising and improving our core ITT infrastructure and delivering e-government. Of these 71% have been fully achieved with further 21% partly achieved. This reflects excellent progress in these priority areas.

6. The strategy to use technology to deliver service efficiency has been more difficult to achieve with 47% of the 17 objectives achieved and the remaining 53% partly achieved. We have made scant progress with delivering the Partnership development objectives with 33% of the 9 objectives partly achieved and 67% not achieved.

7. This quantitive assessment of success does not provide any view of the relative merits of each theme, whether the vision we set out 5 years ago is still consistent with our developing corporate priorities, nor of the differing importance of one objective over another. A broader summary at the level of each theme is set out below.

Overview of the Themes

8. At the time the strategy was written we ere
   - Suffering from a previous strategic approach which had resulted in uncontrolled development using any technology on any platform
   - Key elements of the aging infrastructure were struggling to cope with increased numbers of systems and users
   - In the aftermath of serious problems following the implementation of Citrix
   - Recovering from a huge backlog of user faults
   - In partnership with NYICTP to deliver e-government yet with no clear plans as to what this would deliver or how it would be done
   - Mindful of pressure to comply with e-government mandates but not yet clear how this might transform the organisation (or whether we wanted it to)
   - Attempting to focus the IT Development Plan where it would deliver the most value rather than delivering to locally defined priorities (often not even linked to Directorate priorities)
   - Struggling to see IT as a strategic tool rather than a support service.

9. The strategy therefore developed to address the most urgent of these problems which were improving service delivery and delivering e-government. The vision of using IT to improve business efficiency was established but is only just gaining common currency with the new Corporate Strategy and a model for benefits realisation still needs to be developed to ensure that we make proposed the changes and capture the effects. The development of IT based partnerships was hampered by the collapse of the North Yorkshire ICT partnership (NYICTP). Future development in this area needs to be driven by our corporate priority to develop partnership working.

Theme 1 - Provide a secure, resilient, high performance ICT Infrastructure

10. We have successfully completed majority of our objectives. We now have

- Standards of system availability are best of breed (between 99.8 and 100% depending on which element)

- High Speed Integrated Voice and data network

- New phone system with no additional funds required (Approx £1m capital investment funded from base revenue budget)

- Citrix works exceptionally well and has saved millions of pounds in unnecessary desktop refresh and software roll out costs.

- User faults are handled within SLA, speedily and efficiently

- Migrated off the mainframe saving £190k per annum

- High levels of user satisfaction

11. This provides the organisation with a stable platform on which to undertake its business. We lose very little productive time due to IT failure or poor performance which is a significant enabler for the delivery of high quality services to our customers.

12. Areas where we still need to do further work to achieve this Vision are in the development of a Electronic Document management Systems and workflow tools (EDMS), where we have yet to exploit the full potential of existing solutions or extend their reach across the whole organisation. Geographical Information Systems (GIS) is another area where the continuing strategic development of the new Corporate GIS will be necessary to make the most of the investments we are now making.

13. Having invested heavily in this area in the last 5 years and having achieved an acceptable standard of service it may be that this is not a priority for the future of strategy. However it is not an area where we can become complacent or de-invest entirely without putting ourselves at serious risk of future IT failure.

14. As we become more reliant upon developing technologies, things that we initially established as pilots such as mobile technology and GIS, these things need to be migrated into our "core" infrastructure and given the same level of security, resilience and support as ubiquitous things like telephones. As such there will still be a need to invest in making these things more robust and improving performance levels.

Theme 2 - Create the environment to deliver E-government

15. With hindsight, the indirectness of this vision exemplified our uncertainty in 2002 about how e-government would be delivered by CYC and the prescriptive but indistinct vision emanating from central government. Since the inception of easy@york our approach to this has become much clearer and we developed the programme as a transformational, customer service and efficiency programme. We met our mandatory targets (BVPI 157 – 100% of services to be e-enabled) in 2005 and are on the verge of realising our full e-government ambitions through the implementation of easy@york , using technology to transform business processes,

improve customer services and make services more efficient. The inclusion of face-to-face contact when we move to the new Town Hall and the development of future phases of the easy@york programme will be key to mainstreaming this transforming vision throughout the organisation.

16. Our strategy for easy@york established our future direction of using e-government to transform service delivery and now the national agenda is moving in the same direction, away from e-government which concentrated on electronic service delivery, towards t-government, the use of technology to transform the prospects of citizens and communities, unlock potential within the organisation, maximise the use of resources, inform planning and release efficiencies.

17. This agenda has synergy with many of the key themes coming out of the Council Strategy and we need to consider how to bring these two things together in a cogent way.

Theme 3 - Use technology to improve business efficiency

18. This theme identified the growing importance of performance management and foreshadowed the need to focus on efficiency that has later become enshrined within Gershon targets and our new Corporate Efficiency programme. It also identified the need to look at business processes alongside the implementation of technology. This has been taken further following the adoption of Total Systems Thinking and requires a full review of all aspects of the "system" including the principles at work within the business, the drivers, performance, policies and objectives of the service.

19. This is starting to happen now as part of the easy@york programme, the Social Care system replacement and the FMS replacement, where we are using total systems approach and re-engineering processes when we replace systems. This needs to be made more routine and we need to consider how this is resourced and delivered.

20. We are now focussing our development activity and resource on Council priorities and we are starting to using enabling technologies such as Document Management, workflow and Geographical Information Systems (GIS). We are also beginning to model the benefits we want to achieve from IT implementations and plan their realisation, though there is a long way to go on this issue.

Theme 4 - Establish effective links with Partners

21. Due to the collapse of the NYICTP and the subsequent need to focus our attention internally on achieving our own electronic service delivery, we have not engaged sufficiently with partners to develop joint strategies or access channels. The Government agenda is now pushing towards shared service delivery and we need to consider whether as part of our competition strategy we have serious ambitions in this area. We have however started to engage with Health in the social care arena and further joint working is planned.

Summary of Progress on current Strategy

22. We have made significant progress in delivering our strategy and have and we now have

- A strong and flexible platform on which to base future improvement
- Our core business relies upon stable, secure systems
- Good Project and Programme management
- Less ad hoc development
- Increased use of IT systems to deliver front line services
- Moving to web based services
- Better use of performance data and IT to make us more efficient
- Innovative approach to e-government
- We have the potential to use technology to improve customer services
- Good basis to deliver efficiencies from the use of technology

Consultation

23. Work has started on a new IT Strategy for the next 5 years but at the moment staff are concentrating on the implementation of the easy@york. Further work will recommence in the new year.

24. The development of a future 5-year strategy needs to be informed by the views of Management Team and the Executive, to ensure that it delivers aspects of the future vision for the city. It also needs to be informed by Directorate strategies and plans so that it supports the ongoing business of the Council.

IT Development Plan 2007/8

25. The period covered by next year's IT Development Plan obviously spans the current and the future IT strategies but will be decided before the new IT strategy is completed. Though it is possible to just continue allocating resources to deliver the existing strategy it would be helpful to identify the key themes of the new Strategy so that resources continue to be allocated to our priorities.

26. The future IT Strategy needs to support delivery of the :-

- Corporate Strategy – made-up of the Council 13 corporate priorities

- Organisational Effectiveness Programme – which will be key to delivering the 4 "enabling" priorities with the Corporate Strategy which are:

  - Improve leadership at all levels to provide clear, consistent direction to the organisation

  - Improve the way the Council and its partners work together to deliver better services for the people who live in York

  - Improve efficiency and reduce waste to free-up more resources

  - Improve our focus on the needs of customers and residents in designing and providing services

- Community Strategy, incorporating Local Area Agreement

27. The development of a programme of work to deliver all of these priorities should lead to detailed project plans some of which will include IT development projects and some of which will need IT input. The agreement of these projects in terms of the allocation of funding and resource still needs to be managed through the IT Development Plan mechanism. These priorities will strongly influence future IT development but there will remain a need to allocate resource to the replacement and support of IT systems that are not covered by these priority areas.

28. Broadly speaking the bids received for consideration cover the following themes which are all consistent with existing elements of the current strategy and with the corporate themes set out above.

- Efficiency – Integrated Pupil Support Module, Adult Transport, mobile working

- Customer Service Improvements – e.g. Mobile working, Mobile library, crematorium booking,

- System replacement – e.g. Payroll & HR system replacement appraisal

- Admin Accom programme requirements – Corporate EDMS, mobile working

- Partnership working – e.g. Single Assessment Process system

- Stable Infrastructure & Security – e.g. Data Storage Upgrade, Warden Call, members PC's, Secure e-mail.

Future Strategy

29. in order to develop the new IT strategy we need to understand the developing t-government agenda set out in the recently published Cabinet Office e-Government Unit strategy document. It describes "

"a shift from e-government, characterized by a focus on investing in IT infrastructure, to transformational "t-government" where the benefits of these investments are realised in terms of real service improvements and efficiency savings. This concept is at the heart of the government's new vision and strategy for technology in government, and as the e-government agenda as we've known it since 2000 approaches a major milestone, what does this new focus mean for local authorities?

* Councils will come under increasing pressure to deliver real world, measurable efficiencies and benefits from their investments over the last few years. This will place big demands on IT infrastructure, requiring a level of integration beyond that needed to simply e-enable individual services.

* Processes will need to be reviewed, to ensure that "old world" inefficiencies are not simply reproduced in a digital form, and that customer centric services are delivered across departmental boundaries

* The management of business change will also be crucial, to ensure that service practitioners understand what technology can do for them and can articulate their requirements back to the ICT department"

30. The new IT strategy also needs to strike a balance between delivering corporate priorities whilst providing adequate investment and ongoing support to the base operation of the Council. It also needs to review the potential use of developing technologies.

31. To shape the strategy it is important that we are able to consider the following questions:-

    I. Do we want to continue investing in IT and if so at what level?

    II. How do we build the IT Strategy around the Corporate Effectiveness programme, particularly the efficiency agenda?

    III. Do we want to mandate the review of business processes around technology implementations to ensure that efficiency gains are made? If so how do we resource this?

    IV. Benefits Realisation – How can we clearly identify the benefits that technology implementations bring, how can we make sure that these are realised and captured, whether they be service improvements, released capacity or savings.

    V. How do we change our organisational business model/culture to incentivise improvement?

    VI. What does the Admin Accom programme necessitate? Wireless networks, Home working, mobile working, fully centralised IT teams?

    VII. How ambitious are we to use developing technologies? E.g. mobile working

    VIII. How do we see easy@york developing and how will this and IT generally help shape the customer strategy in future?

    IX. What links do we want to make between our IT strategy and the IT strategies of our partners?

    X. We need to identify and address our current problems – e.g. finding and keeping staff to manage projects

    XI. We need to consider how we respond to the t-government strategy. What are we already doing in this area and what can we learn from elsewhere?

    XII. Do we want to consider technology implications as part of all strategic decisions and if so how do we do that?

    XIII. Do we want to develop IT understanding as a core competency for managers as well as general staff?

Implications

32.

- **Financial** *none*

- **Human Resources (HR)** *none*

- **Equalities** *none*

- **Legal** *none*

- **Crime and Disorder**   *none*

- **Information Technology (IT)** IT implications are set out in the report

- **Other** *none*

Risk Management

33. The improvement in IT service delivery has already led to the downgrading of a major corporate risk. An analysis of major corporate risks and how technology could be used to mitigate these needs to be considered as part of the future development of the IT strategy.

Recommendations

34. That Executive consider progress made in delivering the IT Strategy for 2002-2007, set out in paras 2-22.

35. That Executive consider the issues raised in paras 27-29.

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Wards Affected: *List wards or tick box to indicate all*   **All** | *tick* |

For further information please contact the author of the report

Background Papers:

Annex A - Review of ITT strategy 2002-2007 - On Councilnet