

# **Staffordshire County Council**

## **Information and Communication Technology Strategy**

**2010 – 2015**

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## **Version Control**

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*DICT Managers = Directorate ICT Managers, SICT = Staffordshire ICT, SMT = Senior Management Team, IGB = Information Governance Board, IGU = Information Governance Unit*

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## **INTRODUCTION**

Welcome to Staffordshire County Council's Information and Communication Technology Strategy.

Staffordshire County Council is changing at pace. The new administration elected in 2009 has brought renewed focus on the citizens and customers, on localisation, on encouraging personal responsibilities and on driving efficiency through innovation. The strategic plan "[Staffordshire Unites](#)" makes it clear that the council is here to lead the change in public services in Staffordshire and to ensure that those changes are fully driven by customer need and are less about organisational responsibilities and structure.

The new government, elected in May 2010, is also significantly changing the landscape that public sector organisations work in. Local authorities are likely to have more responsibility and more freedom to operate in but will have significantly less funding to achieve their outcomes with.

This is a challenging and exciting time for Information and Communication Technology (ICT) in public sector organisations as technology, deployed in the right way, can be a great enabler of achieving the drive for more effective services to the public.

This ICT Strategy aims to provide the direction that technology in Staffordshire County Council needs to move in to achieve the strategic outcomes of the organisation and the county as a whole. This is a time of great change and the technological direction of Staffordshire will therefore not remain static. We aim to support better services to our customers, more efficiently, provided by more partners but with fewer barriers to the public. This will continue to require pro-active as well as reactive management from an ICT perspective and flexibility is therefore key.

We recognise that technology within the organisation is there to support (and drive) the outcomes and transformation of the organisation. It's not an aim in itself. We aim to work with other partners to ensure that we improve efficiency, data sharing and end-to-end customer services.

The challenges and expectations are significant and ICT within Staffordshire County Council is now well prepared to take on the key role that is required.



Sander Kristel  
Chief Information Officer /  
Director of ICT



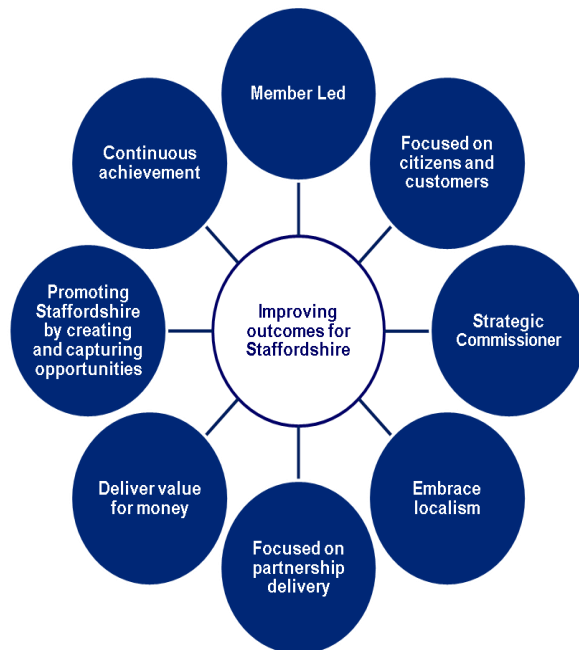
Cllr. Mark Winnington  
Cabinet Member for Assets,  
Performance and Organisation

August 2010



## 1.0 THE COUNCIL'S OPERATING MODEL

The role of the Council as agreed by Cabinet and SLT is represented by eight key themes and a supporting set of values that contribute to improving outcomes for Staffordshire.

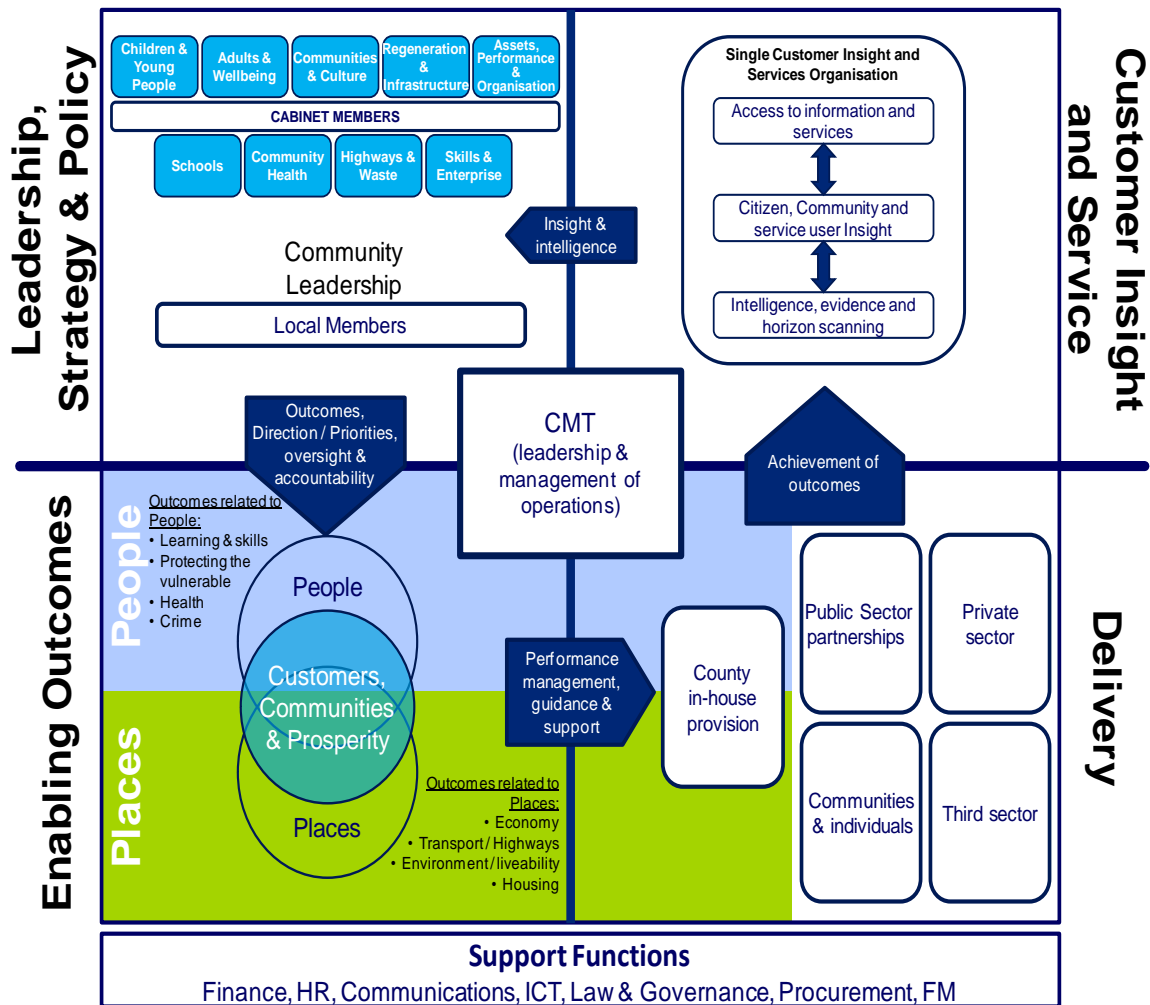


### Supporting Values:

- Promote the value of democracy
- Promote pride in Staffordshire
- Empowering others
- Flexible and fleet of foot
- Innovative, creative
- Fast paced
- Entrepreneurial
- Outcomes focused
- High performing culture

To ensure the outcomes are delivered consistently across Staffordshire the County Council is working towards a new operating model. There will be a significant increase in the emphasis that is going to be put on Customer Service and Customer Knowledge, on changing the structure of the organisation (based around People and Place) and on services being delivered through commissioning arrangements. The economic climate also means that the council will have to find £120M of cashable savings over the lifetime of this strategy.

This will require a significantly different way of working. To support this different way of working a new operating model has been developed:



For ICT this new environment will mean more emphasis on efficiencies, partnership working, supporting customer service and customer knowledge. As there are opportunities for the development of a commercial model offering support services to other organisations, ICT will have to change to be more commercial in the way it delivers services.

To ensure that the ICT Strategy is aligned *and stays aligned* with the council's strategy and ambitions this document has been through several iterations ratified and developed by the ICT Governance board, the Council's Senior Leadership Team (SLT), Directorate Management Teams and other major stakeholders. The council is also developing its Information Strategy which will align to the Council and ICT Strategy and in turn will inform future versions of the ICT Strategy. The ICT strategy and the alignment with the Information Strategy will be actively managed by the ICT Governance Board.

More information on the council's strategic plan can be found on the [council website](#)

## **2.0 STRATEGIC OUTCOMES**

ICT will be delivered and aligned to the new council operating model in four general strands; People, Place, Organisational Efficiency and ICT Infrastructure. This will ensure that what we deliver and prioritise is supporting the organisation's transformation as well as ensuring that operational services remain robust and well managed.

We will also make sure that we have effective systems in place, on all levels, to collect and share performance information of the organisation, its partners and those that deliver services for us to enable informed decisions to be taken that support the delivery of our outcomes for Staffordshire.

### **2.1. People**

Services provided under this theme are services related to the health, wellbeing, education and care of the people of Staffordshire. Consistent information about and services to the people of Staffordshire are key to delivering the outcomes for Staffordshire. We need to understand who our customers are, what they are expecting from us and how we deliver services to them. Information that we hold about individual people is personal to them and often confidential if not highly-confidential. People want our services related to them to be delivered in an efficient but personal way and shouldn't be expected to understand the inner workings of the County Council or its partners.

We therefore need to ensure that;

#### **a.) Customers have a personalised experience**

We will do this through the development of the Staffordshire Connects CRM system, used by all local authorities in Staffordshire, connected to a Website which customers can use securely. This will give them a look and feel that is personal to them for instance through providing them with information applicable to their circumstance or the area that they live in regardless of which partner actually holds that information. It will also keep them up-to-date about services that they have requested, outstanding invoices (and the ability to pay for those) and suggest services that they may be interested in. This is internally sometimes referred to as the "Amazon.com" model.



- b.) Customers are provided with the right information at the right time  
We will do this through extending the use of the Electronic Document and Records Management System (EDRMS) connected to the Website. All staff and customers will need access to this information *unless* there are specific reasons why they shouldn't. This is a significant change from the view that "all data is confidential" which is currently often used. This requires appropriate identity and security management tools. We will extend the information that is available through the website, structure it in a more user friendly and intuitive way and provide an excellent search facility across partner sites.
- c.) Customers can interact with us in an easy way and at a time that suits them  
Our Website needs to be the first port of call for people, it should be intuitive and provide the opportunity to transact over the Web with as many services as is economically viable. People that need assistance online will be able to consult automated query engines or chat online to an advisor. Any telephony or face-to-face contact will make people aware of the 24/7 web facilities and encourage and support them in using these channels. Anyone without Internet access will be able to use facilities in public sector sites and rural broadband issues will be resolved. Obviously face-to-face and telephone access channels will remain important to support those that are vulnerable or those that choose not to use the web.
- d.) Customers do not have to worry about what organisation delivers services to them  
Integration and secure data sharing is absolutely key to achieving this outcome. Staffordshire already has a single CRM system for all local authorities in Staffordshire which will need to be integrated with back-office systems in the individual partners. The integration of health and social care systems will give a holistic view of health, care and wellbeing services provided to an individual. Common networks, telephony and contact centre solutions will help facilitate service delivery across partners and promote the use of universally available opportunities wherever possible.
- e.) Information is held and shared securely using the "collect once use many times" principle  
We develop a single people database for Staffordshire as part of the CRM development. The system will be fed by several sources such as the Tell-us-Once (registration) service, Council tax and Social Care systems. We facilitate usage of secure networks such as N3 and Government Connects and develop our own Staffordshire Public Sector Network.



We will be pragmatic about security where we can and not spend money on securing information that should actually be available in the public domain (i.e. through Freedom of Information legislation).

## 2.2. Place

Services and information about space, assets, transport and economic wellbeing and regeneration. This theme also accommodates for better access to our services particularly in rural areas. In broad terms the outcomes that we want to achieve from a technical perspective are that:

a.) We have the correct information about place available at the right time using the “collect once, use many times” principle sharing with partners where useful

We re-procure and develop our widely used GIS system and ensure that any address and place information is used throughout our ICT landscape and linked into the Staffordshire Connects CRM. We develop means for people to access the Staffordshire service offering around their location. We manage the properties of the County Council and others through the use of a consolidated property portal ensuring efficient and pro-active maintenance as well as spotting opportunities to maximise the return on investment.

b.) We provide a consolidated view of place that forms the basis of robust council and county decisions

We provide systems that share research information with partners and complement this by feeding in partner information about customer segmentation, use of services and partner specific research (such as NHS research on health). We further develop datasets available on the GIS system and give appropriate access to anyone that needs it. Commercial usage of the research information that we have might be an option that we want to explore.

c.) We lead in the provision of access to services through working with (transport and) broadband service providers particularly in rural areas

The procurement of the Staffordshire Public Sector Network will give the opportunity for suppliers to increase broadband capacity to rural areas which should be used to benefit those living, working and visiting those areas. Integrated transport in Staffordshire will need to be supported by information sharing and systems that provide customers with a consolidated view of transport and gives the council performance and service information to be able to manage and improve transport provision as well as reduce costs. We might consider using public sector buildings to provide wireless access in broadband “not-spots” or to provide public broadband in places where we wish to increase footfall (i.e. libraries or public transport).



### 2.3. Organisational Efficiency

Services and information that help to make our workforce more efficient and enable them to provide better services to the public. In broad terms the outcomes that we want to achieve from a technical perspective are that:

- a.) Our workforce (or commissioned partners) have the correct information available at the right time using the “collect once, use many times” principle

We are going to achieve this by cost effective integration of CRM, ED RMS, GIS, Web, SAP and service specific applications (i.e. Social Care). This will achieve accessible information and secure single versions of the truth regarding People, Place and Finance. We will make this information securely available over a number of flexible access channels such as virtual desktops and the web.

- b.) Employees and members can self-serve those transactions that are either personal to them or they need to do their jobs

The work that we are going to do around website provision (see under the People theme) will give staff (as well as customers) the ability to do a significant amount of their transactional work online. Additionally to this we will develop self-serve solutions for relevant HR, Finance and staff benefits processes.

- c.) Employees can work anywhere, any time as long as the type of job they do allows for this type of business model

We will provide employees with a client agnostic network environment, hot-desking facilities, mobile equipment and virtual collaboration environments where staff can work together without being in the same physical location. This will include providing staff with flexible telephony and video conferencing solutions.

- d.) Employees can learn anywhere, any time through the most applicable means of learning for them or their situation, this includes knowledge sharing between colleagues

We will provide the organisation with a good e-learning offering, knowledge sharing facilities and a personal electronic learning plan and portfolio. For generic courses we might investigate bundling provision of council staff with community learning.



## 2.4. ICT Infrastructure

The underpinning ICT Infrastructure and service. In broad terms the outcomes that we want to achieve are that:

- a.) Our workforce can use equipment and information safely and in a way that best suits their job and personal needs  
We will provide staff with equipment and systems that are easy to use and provide security through proper identity management, encryption and effectively responding to ever emerging threats (e.g. viruses, phishing). We will provide solutions that cater for a wide variety of e-maturity, disabilities, working patterns and physical location.
  
- b.) We provide ICT services in the most efficient way  
We will move to Cloud services where and when available if this is the most effective way both from a service as well as a cost perspective. We continue to support line of business applications but we will rationalise our application environment and continue to shape our services according to customer demand rather than led by technology. Where line of business applications continue to exist we integrate them with our “single sources of information” such as SAP, GIS and CRM where this is economically viable. We will work with partners and extend the virtual desktop environment to reduce travel and support overheads. We will ensure that we prioritise problem management appropriately to fix root causes and reduce resource spend on fixing failures. All solutions that we provide to the organisation are as energy efficient as feasible and help to reduce the council’s overall carbon footprint.
  
- c.) We are cost effective and therefore the most logical choice for the organisation, this will include working or integrating with other public sector ICT teams  
We will work with partners to reduce duplication, overheads, travel expenses and accommodation costs. We organise our service around the customer needs and therefore have flexible staff and timely and cost-effective procurement processes. We look at others to provide services to us only where they can provide it cheaper and/or significantly better. We calculate Total Cost of Ownership from the start and feed this into the decision making process. We benchmark this throughout its lifecycle. We develop performance measures and reports that are meaningful to our customers with more detail provided where required. We ensure that we have appropriately skilled staff (i.e. in the service desk) to improve those measures that our customer find important (such as first line fixes).



d.) We support the transformation of the organisation

As the organisation changes we develop solutions that fit in with that change. We provide the business with solutions and ideas that help to streamline their processes and share appropriate information. Where the provision of services moves outside the organisation we make the relevant IT service available to the 3<sup>rd</sup> party, accommodate the cessation of the service or integrate the 3<sup>rd</sup> parties solutions with ours. Through the development of transformational working such as mobile ICT services we accommodate efficiencies within services.

e.) We provide robust and reliable services

We develop our Business Continuity and Disaster Recovery plans further and set realistic expectations within the organisation. We look at Cloud based services and their reliability in future. We reduce the amount of bespoke development that we do and stay on supportable versions of software. We develop our virtualised environments further and keep our staff training up-to-date. We are only early adopters of new technology where there is a clear business or financial benefit. The organisation buys all ICT related products or services (including hosted or Cloud services) with appropriate input from ICT from the start.

### **3.0 ICT GOVERNANCE**

Appropriate governance is key to the successful (and cost effective) deployment of technology within any organisation. Effective governance ensures that the outcomes of an organisation are achieved and investment is appropriately targeted.

Ineffective ICT Governance is likely to result in duplication of systems and information, poor quality delivery, investment in technology that doesn't support strategic aims and demand outweighing capacity as a consequence of the lack of robust resource management.

#### **3.1. ICT Governance Board**

The council's ICT Governance framework, put in place in 2008, is run through the ICT Governance Board (IGB). This board consists of Director and Assistant Director level representatives throughout the organisation and is chaired by a business representative (currently the Deputy Corporate Director – Staffordshire Highways). ICT is represented by the CIO and the Head of ICT Improvements (who also runs the governance process).

The main aim of the board is to prioritise programmes and major projects that have a significant technology element as well as oversee the use of any potential capital funding (see appendix 4). The Governance framework has managed to significantly reduce the amount of open projects many of which had no business owner or project process. All important ICT decisions now go through the IGB which have included decisions around Enterprise Architecture, trading, corporate use of GIS, structural ICT change, Public Sector Network, SAP upgrade, use of the Staffordshire Connects Customer Relationship Management system (CRM) and many others.

The Governance process has been very successful in engaging senior county council service managers in the delivery and decision making around ICT. However, due to the operational difficulties that ICT was facing a number of years ago, the board has been less strategic than it was set up for. A review of the board and process is therefore now required and it is envisaged that the board will be focussing on the strategic programme that will be developed as part of (and a consequence of) this strategy (see Appendix 1 for a first draft). The IGB should report back to the council's Senior Leadership Team on a regular basis as the strategic ICT programme will be fundamental in the delivery of the Council's transformation programme.



### 3.2. Project Governance

The ICT Project process is based on the Prince2 project methodology. The project process is quality assured by the ICT Programmes and Projects team. ICT has dedicated project managers but projects are also run by business or Directorate ICT management resources. The ICT project office ensures that progress of projects is reported to the appropriate governance boards. Significant improvement has been made in the project management area and previous “under the radar” work is being minimised.

Development in this area is required however to ensure that all projects have an effective business owner (sponsor) and report the right level of information to the right board without putting additional bureaucracy into the process. From the lessons-learned process it is clear that sufficient business resources are required from the outset and that realistic resource management avoids problems down the line. We have also learned that the procurement process needs to be appropriately resourced by legal, procurement, ICT and business resources. We will continue to do lessons learned exercises throughout and after projects and we will conduct post implementation reviews where and when appropriate.

The ICT Project process will need to be re-aligned with a new council wide project and programme management process.

### 3.3. Internal Governance

The internal governance of the ICT directorate has improved beyond recognition. In 2007, ICT was at risk of overspending by £2M, there was no contracts register and it was wholly unclear how much the authority was spending on ICT.

An organisation wide ICT contracts register is now in place which not only informs the budget but also ensures that contract owners are automatically informed when contracts are up for renewal to ensure legal compliance and appropriate market testing. The register also provides the organisation with opportunities to consolidate contracts not only within the County Council but also with other public sector bodies.

The budget is now appropriately managed and ICT has delivered significant savings through more efficient ways of working and appropriate targeted investment. The budget structure is now being further developed to better inform the decision making process and to provide easy views on Total Cost of Ownership of systems, services and customer groups at any time in the lifecycle.

Developments and other changes are now being managed through relevant change processes and this will be further developed to provide a consistent release management process. This release management process will provide clarity to the business and minimise problems with new functionality at “go live”.

### **3.4. Risk**

ICT has an up-to-date risk register which considers risks of a technical (e.g. failure of a core system), people (e.g. lack of skills) or financial (e.g. not appropriately investing in technology) nature. We will continue to work with internal audit to ensure that risks are identified and appropriate mitigating action is taken.

The main risk for the lifetime of this strategy is a lack of resources mainly due to the current economic climate. The council’s 5 year budget strategy and the change to look at budgets holistically (rather than on a service-by-service basis) will help mitigate this risk.

We recognise that the strategy will be followed by an investment and resource plan which might alter the timing of some of the deliverables. In the current climate hard decisions might also have to be taken that alter the delivery of some identified items. We will have to be realistic and respond to need (rather than “want”) and everything that ICT delivers will have to contribute to the corporate priorities and new operating model.

## **4.0 PARTNERSHIP WORKING**

Partnership working is crucial to the successful delivery of services to the public in Staffordshire. Not only will better partnership working provide efficiencies that will benefit the taxpayers, it will also ensure that the service to the customer is more consistent, efficient and less confusing. As an organisation we will need to ensure that partnerships provide real benefits to all partners involved, that we are not parochial about our own services and that we instil trust into the partners that we work with. The Governance of the partner relationship is important to ensure that the full benefits are realised and conflict is avoided. It is envisaged that with a minimum amount of bureaucracy we can ensure that the management and escalation frameworks are clear and appropriate measures are implemented to provide visibility of performance to all partners.

For ICT there are many partners that are of significant importance. We will need to grow the number of partners that we work with to ensure that a.) we help and support the shared services agenda and b.) we provide ICT services in the most cost efficient way.

The procurement of the Staffordshire Public Sector Network (comprising of broadband, telephony and contact centre services) is a huge opportunity for all public sector partners in Staffordshire. ICT is actively promoting and working with partners to ensure that as many partners as possible can benefit from this innovative initiative.

### **4.1. Staffordshire Connects**

Staffordshire Connects is a partnership between all (10) local authorities in Staffordshire. The partnership was a result of the e-government agenda and was very successful in the procurement of a shared Customer Relationship Management (CRM) system, shared e-Payments system and won several awards.

The County Council will be moving all its customer services requirements onto the Staffordshire Connects CRM system to ensure consistency, efficiency and information sharing. ICT will ensure that council data is provided to the CRM system and that we integrate other systems into the Staffordshire Connects system for the benefit of all partners. We will use the e-payments system to support our ambitions regarding the Website and personalised customer experience.



The partnership itself has now developed to focus on efficiency and transformation rather than technology. The shared services agenda, driving efficiencies as well as horizon scanning and materialising on funding opportunities now has to be the focus of Staffordshire Connects to ensure that partners will see immediate benefits. As technically running a CRM system does not fit in well with this new focus for the partnership, the CRM team will become part of Staffordshire ICT. The CRM remains a key system for all partners in the partnership and the team will therefore remain an entity in itself.

More information can be found on the [Staffordshire Connects website](#).

#### **4.2. Health**

Significant, innovative changes in the Health and Social Care environment are imminent. Staff in both organisations will change the way they work, will work closer together or potentially transfer to (each) other(s) organisations. This will require integrated networks, integrated systems and close working between ICT teams.

Furthermore, there is major duplication in the delivery of ICT services throughout Staffordshire. We will be investigating, particularly with the Health Informatics Services, where there are opportunities to work closer together. Areas like procurement, geographically based services, vacancy management and licensing are areas where working closer together can potentially deliver great savings as well as service improvements fairly quickly.

#### **4.3. Stoke City Council**

As outlined in the Staffordshire Connects section we are working with all local authority partners in Staffordshire. Stoke City Council delivers a number of similar services to the County Council and are currently reviewing their ICT service, in anticipation of the arrival of their new Head of Business Technology. Staffordshire ICT are participating in this exercise which is run by the Society for IT Managers (SocITM) to identify areas where the two teams can work together. Opportunities around network integration, data-centre consolidation, virtualisation and mobile working are potential areas of review.



#### 4.4. District and Borough Councils

There are eight District and Borough Councils in Staffordshire who are all important partners in the delivery of services to Staffordshire residents. The shared services and localisation agenda as well as the drive for the county council to deliver its services through commissioning arrangements to a larger extent will mean that the importance of partnerships with these councils is likely to increase significantly linked to service delivery. This again will mean that systems and networks will need to integrate to a larger extent than they do now and that the Staffordshire Connects CRM becomes an even more important tool.

Again, the procurement of the Staffordshire Public Sector Network will provide District and Borough Councils with the potential to increase customer satisfaction and reduce costs.

#### 4.5. Compliance

Some of the partnerships and data sharing arrangements are reliant on a national code of compliance or delivery through defined national systems. This includes codes of connection (CoCo) for N3 (data sharing with health), Government Connects (data sharing with central government particularly DWP) and the use of systems like the national Tell-Us-Once system and G-Cloud services in future.

Although these all have high potential for more efficient (and potentially more secure) services to the public, in the short-term they have a high risk of limiting our ability to innovate as they are not well developed at this time. Staffordshire, for instance, already shares data through its CRM system to a much more advanced level than the Tell-Us-Once system and the CoCos limit our ability to develop our transformational ways of working as well as reduce costs.

We therefore need to be very careful in choosing whether being compliant fits in with our strategic direction or not and work nationally both on a political and a senior management level to influence decisions around compliance so they do not constrain our needs.

## 5.0 SYSTEMS

### 5.1. SAP

The SAP Social Care solution (aka Pisces) will be further developed with the business benefits and costs clearly outlined for each of the changes. The current system is based on complex processes and forms that had to be implemented as part of government ICS compliance. It is envisaged that the application will need to be adapted to accommodate for more simplified working practices and processes and more reports will need to be developed. A review will take place in 2013 to assess how the system is meeting the business requirements and to see how it fits in with the new Staffordshire Cares System.

The SAP Finance, HR and Procurement solution will need to be developed particularly to accommodate for the requirements of the wider management user group and staff and members in general. These will include reporting requirements, self service options and system interfaces. As the procurement solution will go into extended support in 2013 it will need an upgrade and Staffordshire seems to be one of the few organisations of its size and nature that is using the system, a Business Case will need to be considered to decide if upgrading is the right way forward. Similarly we will need to consider the future of SAP with regards to HR and Finance in light of the new Council operating model.

### 5.2. TRIM

The council's Electronic Document and Records Management System (EDRMS) is HP's TRIM and will be rolled-out corporately where economically viable. All documents from other EDRMS systems will be migrated into TRIM and other EDRMS systems will be decommissioned. TRIM will be interfaced with other solutions (particularly the county wide CRM system).

We will investigate the migration of shared filing into TRIM or a collaboration tool.



### 5.3. GIS

Due to procurement rules the council will need to re-render for its GIS system to put a new contract in place by 2013. Until that time (and after) the GIS system will be developed further and the number of Datasets will be enhanced. Datasets will have clear business owners and management processes and will not just be limited to council use. Particular emphasis will be put on making information available to the public and members.

GIS will hold single information about address and place which will be used by as many other systems as is feasible through interfacing.

### 5.4. Web

The Web will be significantly developed. After the current re-procurement of the council's Content Management System (CMS) has been completed the Web will be developed to be more transactional, aiming for a significant percentage of the council's business transactions to be available through the effective use of workflow. Information will be able to be logically and intuitively found by users and a comprehensive search engine will add to its efficiency. Web2.0 technology will be used to provide online support and information to users. The transactional and informational use will be personalised to users who can (if they so wish) login to their own portal.

After the new Website has proved it's an effective way of transacting with customers we will look at extending its use to partners where applicable. This will provide any customer services agent (anywhere) with a holistic view of the customer and will provide customers with a rounded view of services provided to them regardless of the organisation that is delivering that service.

## 5.5. Social Care Solutions

The SAP Social Care solution (aka Pisces) will be further developed and supported (see 5.1). For adults we will be replacing the current CISS system with a (Staffordshire Cares) system that is more user friendly and provides direct customer access for personalisation, personal budgets and to access those services that are applicable to them. The system will be able to access relevant information from health organisations and will be used by appropriate staff regardless of what organisation they work for.

The Staffordshire Cares system and the Pisces system will be reviewed in light of children social care requirements. If it is assessed that we need to continue to run two separate systems then we will integrate the systems to ensure a holistic view of the customer and avoid transition issues.

The aim is to provide a holistic view of the customer to all practitioners in Staffordshire hence improving efficiency, customer care, wellbeing and safeguarding. Any systems and processes will take account of the council's legal obligation with regards to data collection, data sharing and security. Social Care solutions will also need to be supported by the provision of an "electronic marketplace".

We will need to ensure that we integrate our systems with systems in the Health organisations in Staffordshire (and possibly nationally). Currently the health IT landscape is very diverse and it is unclear what will happen to the national IT Health programme. However, we will at the very least need to ensure that our systems check data on the national health "Spine" to ensure that we are aware of health involvement with a client/customer. Our ultimate aim is to have shared systems between the organisation. The delivery of this might however be beyond the lifespan of this strategy.

## 5.6. Local Authority Student Administration – ONE

The organisation has just signed a new contract with Capita to upgrade the One system which is used for the authority's student administration. Use of the One system ensures that we have one version of the truth about young people in Staffordshire. We will need to consolidate any other data that is held within the organisation that could be included in the system to make sure that we don't duplicate or jeopardise data integrity.



The continued use of Capita's Management Information System (SIMS), currently used by all schools, is also crucial to the consistency of information that we hold about students. Schools can choose what MIS system they use and we will continue to sell the benefits of using the same system as well as continue our excellent MIS support service.

## **5.7. Schools**

The school environment is significantly changing. Not only are funding streams changing (i.e. Harnessing Technology Grant) but schools are going to be more self sufficient and potentially moving away from the local authority to a greater extent. Although there is an expectation that there will be continued capital funding for schools that are in serious need of refurbishment, the Building Schools for the Future (BSF) programme funding in Staffordshire is now not forthcoming as part of the government reviews. We will need to ensure that the transformation of learning continues and that our excellent ICT service to schools can continue to be provided. As this is a significant piece of work in itself we will be updating our [Technology for Learning Vision](#) and widening its scope to all schools in the County.

The changing schools environment will change the way Staffordshire Learning Technologies (SLT), the schools trading arm of Staffordshire ICT, does business and we will therefore be working closely with schools and the appropriate council representatives to agree the strategy and vision for delivery of future ICT services to schools.

## **6.0 Next steps**

The next steps after the approval of this strategy will be to:

- a.) Develop the Strategic programme (see Appendix 1 for 1<sup>st</sup> draft).
- b.) Develop the Capital programme
- c.) Develop the financial support plan
- d.) Seek further partner engagement

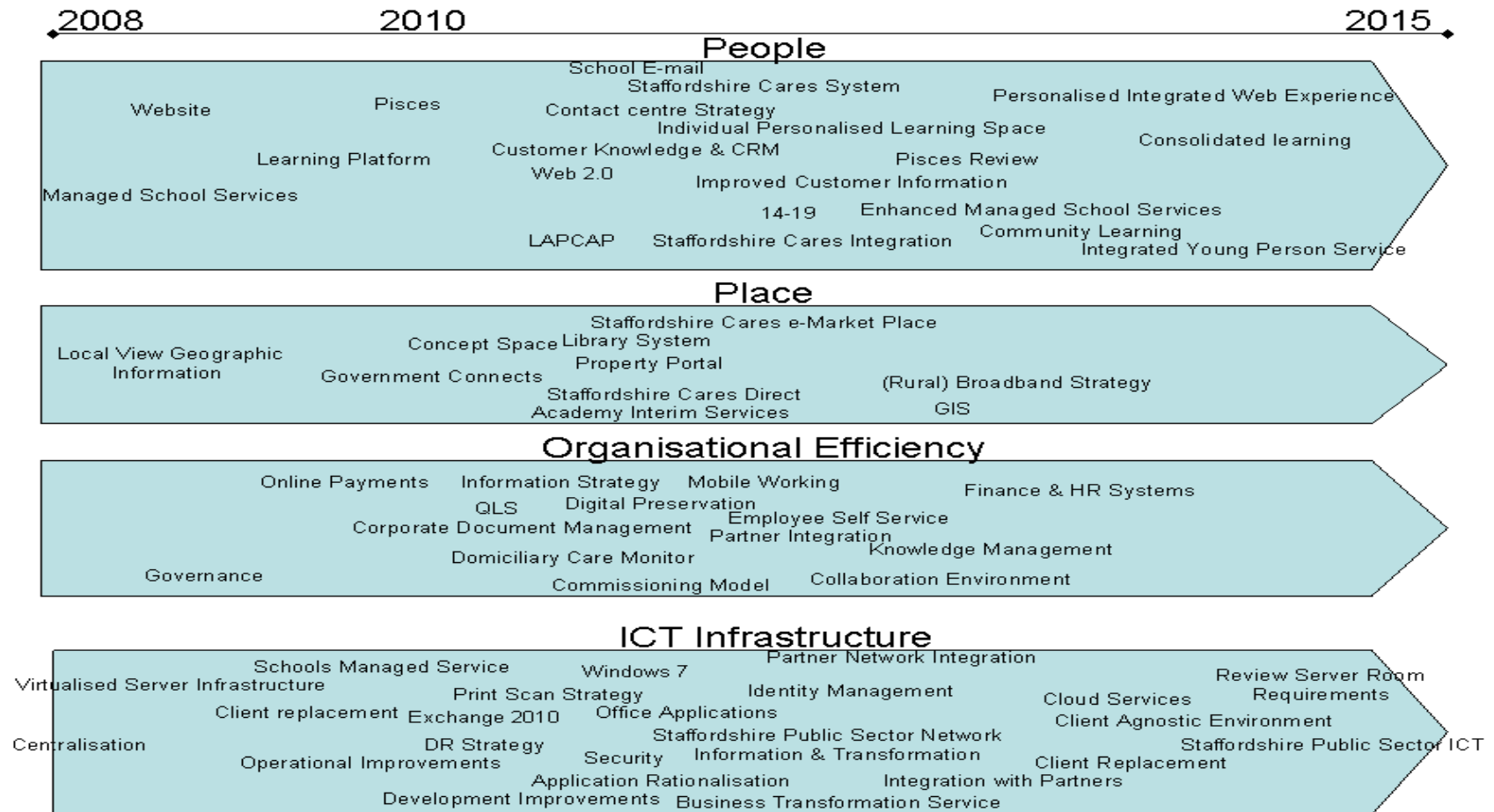
Appendix 1 – Strategic Plan

Programme	Description	Business Exec	ICT Lead
CRM	The development of the Staffordshire Connects CRM system providing a single people database	Director of Customer Services	Head of ICT Improvements
Web	The development of the Web to be a single personalised environment to request, transact and get information about public services in Staffordshire	Director of Customer Services	Head of ICT Improvements
Customer Services	The facilitation of contact centres, telephony and face-to-face access to services as well as the facilitation of robust, consolidated customer information available to the organisation and its partners.	Director of Customer Services	Head of ICT Service Management
GIS	The re-procurement and development of GIS	Director of Place	Systems Development Manager
Staffordshire Public Sector Network	The procurement of broadband, telephony and contact centre solutions for all public sector bodies in Staffordshire and the development of those solutions as well as compliance (or otherwise) to Government Connects and N3.	Director of Resources and Finance	Head of ICT Service Management
Care Systems	The procurement and implementation of the Staffordshire Cares solution and the review of the Pisces system	Director of People	Head of ICT Improvements
Finance and HR	The development of SAP, self-service solutions and the review of Finance, HR and Procurement systems	Director of Resources and Finance	Head of ICT Improvements
Application Consolidation	A review and consolidation plan of our existing application portfolio and contracts register	Director of Resources and Finance	Head of ICT Improvements
Upgrade Programme	Keeping the environment in line with supportable versions of our main and desktop applications this includes SAP, Microsoft software, Security products	Director of Resources and Finance	Head of ICT Improvements



Programme	Description	Business Exec	ICT Lead
Transformational Ways of Working	Facilitating the change of the organisation to be more flexible, home and mobile working and be less desk bound this includes the move to Tipping Street and a review of the print/scan environment and implementation of a Staffordshire wide solution	Director of Resources and Finance	Head of ICT Improvements
Disaster Recovery	Disaster Recovery and Business Continuity programme	Director of Resources and Finance	Head of ICT Improvements
Professional Learning	Provision of an e-learning offering, knowledge sharing and online booking system as well as looking at the potential integration of low level professional training and community based training.	Director of Resources and Finance	Head of ICT Improvements
Cloud services	Review and sensible implementation of Cloud services, review of data centre environment and client agnostic environment	Director of Resources and Finance	Head of ICT Service Management
Schools	Update the Technology for Learning Vision and develop programme	Director of People	Head of Staffordshire Learning Technologies
One V4 Upgrade	The implementation of the education services management information system (One) upgrade to version 4.	Director of People	Head of Staffordshire Learning Technologies
Organisational Change	Supporting the organisational change of the organisation and changing ICT to fit into that change particularly looking at providing ICT services to others such as schools.	Director of Resources and Finance	Head of Staffordshire Learning Technologies
Information Strategy	Information is the lifeblood of the organisation which has to be supported by identity management, security, EDRMS and archiving	Director of Law and Governance	Head of ICT Service Management







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Abbreviations

ICT	=	Information & Communication Technology
IGB	=	ICT Governance Board
CRM	=	Customer Relationship Management system
GIS	=	Geographical Information System
EDRMS	=	Electronic Document Management System
N3	=	The national secure health network
Coco	=	COde of COnection
(S)PSN	=	Staffordshire Public Sector Network (comprising of broadband, telephony and contact centre technology)
NHS	=	National Health Service
SAP	=	The finance, human resources, pay-roll and procurement system which also includes a case management system for children's social care.
Pisces	=	The children's social care system based on SAP (see above)
IT	=	Information Technology
ICS	=	Integrated Children System
CMS	=	Content Management System
CISS	=	The current bespoke social care IT system which is now only being used for adult social care.
MIS	=	Management Information System
SICT	=	Staffordshire ICT
DICT	=	Directorate ICT
SMT	=	Senior Management Team
DMT	=	Directorate Management Team
IGU	=	Information Governance Unit
BSF	=	Building Schools for the Future
SLT	=	Staffordshire Learning Technologies part of SICT provides an ICT service to Schools or Senior Leadership Team

**STAFFORDSIRE COUNTY COUNCIL****ICT Governance Framework****Terms of reference for the ICT Governance Board****Version 1.0****1 Background**

The ICT Governance Board (the Board) is responsible for commissioning and prioritising the ICT programme. The Board will monitor (and commission where available) the ICT Capital programme and will place those new projects into the ICT Programme that have been prioritised. Projects will be prioritised with a unique priority identifier to avoid that multiple projects have the same priority which would make resource planning more complex. It is also responsible for monitoring (by exception) those projects that have been commissioned. The plan will be taken to the MTFP and the normal strategic process to ensure funding and alignment with the council's priorities. The Board has the ability to commission (time bound) Special Interest Groups to investigate and inform on specific issues that are classed as important to the programme. The outcome of such a group could for instance be a roadmap for the development of SAP or GIS.

**2 Terms of Reference**

The ICT Governance Board:

- Develops, owns and manages the ICT Programme
- Monitors and reports on benefits realization of the ICT Programme
- Owns the ICT Capital programme
- Prioritises new projects and projects already within the programme
- Monitors project delivery
- Endorses standards, methodologies and policies
- Promotes the sharing of information
- Performs the change management function for the ICT Programme
- Ensures effective risk management is followed in projects
- Instigates time limited sub groups for key policy and implementation issues
- Communicates the objectives and activities of the programme through its network
- Owns the development roadmaps for the major applications such as GIS and SAP

### 3 Membership

Member	Substitute
(Chair) - Vote	Vice Chair - Vote
(Vice Chair) - Vote	
C&LL Deputy Corporate Director (Quality Assurance and Resources) - Vote	C&LL Assistant Director (Management and Financial Services) - Vote
Member	Substitute
DSD Deputy Corporate Director (Staffordshire Highways) - Vote	
SCH - Vote	
ICT – Head of Programmes & Improvements – No vote	ICT Projects & Programme Manager – No Vote
Corporate Director of Finance - Vote	Assistant Director (Corporate Finance) - Vote
ICT Director of ICT - Vote	ICT Head of Programmes & Improvement - Vote
ICT Administrative Support – No Vote	ICT Administrative Support – No Vote
At request of the Board	
Chairs of the relevant Special Information Group.	
Project Managers or Sponsors	
Director of HR	

### 4 Mode of operation

#### 4.1 Responsibility

To ensure that the implementation plan forms a cohesive fit with the strategic direction and priorities laid down by CMT and the Change Board. That the outputs of the projects in the implementation plan meet the objectives set out in their business cases in terms of cost, schedule and budget.

To communicate and promote the ICT Programme through its network.

#### 4.2 Implementation Plan

It is acknowledged that day to day business and small project carried out by ICT will not be included on the implementation plan. A set number of development hours will be built into the ICT Service Level Agreement (SLA) to be used and managed by individual directorates. The corporate core will manage and equal amount of development hours for minor corporate developments. The decision as to whether or not to include projects on the implementation plan will be based on the following:



<b>Small Projects – Through the SLA</b>	<b>Large Projects – ICT Governance Board Approval</b>
Implementation and use limited to a single Directorate	Implementation and use by more than one Directorate
Directorate funding agreed	Bid/allocation of corporate funding or for more than one Directorate
Resources available	Resources need to be identified and prioritised
No impact/dependencies upon already prioritised projects	Impact on/dependent upon already prioritised projects.
<i>NOTE: All work must adhere to corporate technology and information standards.</i>	

The implementation plan will be developed ‘top down’ and ‘bottom up’, that is from business plans and the corporate change and customer strategy.

### **4.3 Meetings**

Meetings are monthly to the annual schedule.

Meetings will last no longer than 2 hours and the order and time allocation of the agenda items will be approved by the Chair before the agenda is compiled and circulated. All agenda items must be supported by a written report or briefing paper.

Agenda and supporting papers will be circulated no later than 2:00pm three working days before the meeting. To achieve this agenda items and supporting papers must be with the meeting secretary no later than 11:00am three working days before the meeting.

A highlight report will be used routine reports from projects and special Information groups.

Key decisions and action points from the meetings will be circulated no later than three working days after the meeting and will be approved by the chair or vice chair.

Either the Chair or the Vice Chair must be present for the meeting to take place.

### **4.4 Review**

The effectiveness of the group will be reviewed formally on annual basis by the Change Board. The review will be based on clear performance objectives.

Quarterly reviews will be scheduled into the meeting agenda to assess the effectiveness of the group the make up of the membership.

### **4.5 Relationship with other groups**

CMT and the Change Board set the strategic direction and priorities for the ICT Governance Board.

The Governance Board instigates work for the project groups and special information groups.

