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APPENDIX 1



DARLINGTON BOROUGH COUNCIL

**INFORMATION & COMMUNICATION
TECHNOLOGY STRATEGY**

2009 – 2011

Xentrall
Shared Services
Delivering Excellence for All

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1. Introduction

Darlington Council is an excellent rated Authority and as such has ambitious strategic aims for the prosperity and wellbeing of the people of the Borough as a whole. Such aims result in challenging agendas and targets for the development and delivery of services by the Council. Added to this are the regional and national programmes relating to strategic development, regeneration, efficiency agendas and performance inspections.

Such aspirations and pressures have the potential to increase costs, yet the Council also sets challenging low taxation levels. This combined with the current worsening UK and global financial position means that it is imperative that the Council maximises the use of the resources it has available to it and begins to rigorously challenge how its services are delivered.

“As a Council, we must question what we do and how we do it. We must begin to do things differently.”

Information & communication technology (ICT) is a key resource in both delivering and developing services.

To support the dynamic challenging agenda outlined above, the ICT Strategy must provide for a flexible, agile, accessible and yet secure ICT infrastructure and services. This is key to ensuring that the Council can take current and future initiatives forward without being hampered by an ageing, fragile, complex and inflexible infrastructure and systems, which in turn can restrict the flow of information across and outside of the Council.

Other key resources are our people, our property assets and critically our information systems. Combined with ICT, these four resources form the basis for the modern ways of working/accommodation review project which is now underway across the Council (yet to be given a name). Again, the concern is that inflexible and ageing assets and systems hamper the future development of the Council as a whole. Therefore a holistic approach is being taken to review these to assess how best they can be developed to maximise potential. The implementation of modern ways of working will provide an ideal opportunity to review and re-engineer Council services.

Focussing in on ICT, the purpose of a strategy is to give a focus and framework for future ICT investments and projects, linking these into the priorities of the Council Plan in support of the Sustainable Community Strategy (see figure 1). The aim of this ICT Strategy is to raise the profile and awareness of the importance of ICT investments and the governance which surrounds these and the associated benefits realisation. It is also to provide an effective technology architecture which not only provides robust and reliable underpinning to Council services but is an architecture which acts as an enabler and catalyst for service delivery both within the Council and across our partners.

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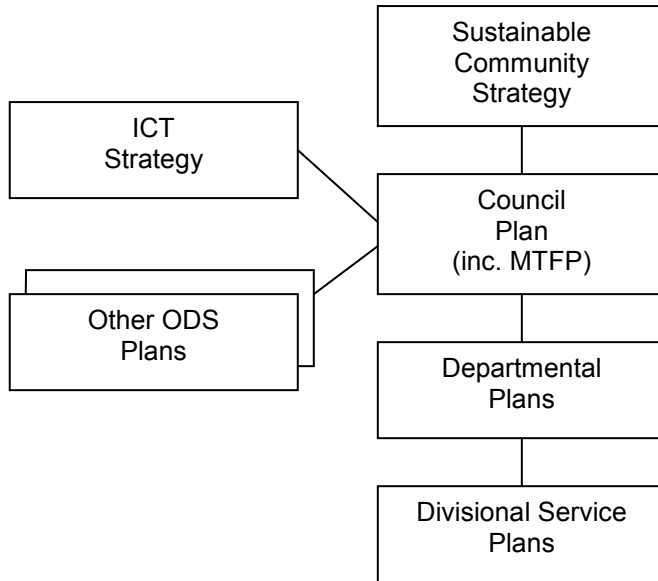


Figure 1: Strategic planning framework

2. Current Position

To date the Council has made investments in ICT but based more on a tactical basis rather than a strategic approach. This has been successful and achieved previous E-Government targets and on-going service delivery. Beyond this, in the main, ICT investments have been on a departmental basis and not on strategic organisational-wide systems. This has led to under investment in some areas of core infrastructure which supports the Council and its services.

Without an integrated technology platform, there are significant implications and pressures relating to ICT systems and services. These include:

- The existing ICT infrastructure is complex and the amount of effort required to maintain and change this environment continues to increase significantly
- The operational effect of reconfiguring services in the absence of the ability to integrate rapidly will result in degradation of core services
- That investment at a corporate level is required in the appropriate infrastructure technologies if technology enabled process change is to reduce costs and improve efficiency
- The improvement in an already efficient Council will require transformation rather than incremental change to sustain high CAA and inspection ratings in the future
- That the complexity of the technology infrastructure will continue to increase, unless services act more corporately in relation to ICT and the Council is able to introduce mature ICT governance processes

The ICT service prior to the formation of the Xentrall partnership was at capacity. The review and analysis which was undertaken as part of the development of the Xentrall

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Shared Services partnership with Stockton showed the ICT service to be utility in nature and in the main, reactive to service need. Although the day to day service provision was generally good, the areas of longer term strategic research and customer engagement were hampered by multi-function roles across the service which was a direct consequence of the size of the service at that time (30+ staff).

The governance of ICT, both internal to the service and across the Council was developing, but again this was hampered by the limited resource. Good high level project reporting was in place and a firmer, clearer approach to governance was emerging.

The formation of Xentrall ICT Services is addressing all of these issues through the increased capacity that a much larger service brings. The Council now has access to nearly 90 ICT professionals as opposed to the 30+ which existed previously. This has given a greater scope and capacity to the ICT service with the creation of new dedicated strategic and business roles, together with individual areas of technical specialism. None of these could have been provided by the previous service on its own. It is these roles in a new structure which are key in developing the service into one that is proactive and aligned to the business requirements of the Council. The aim is that the service will be viewed as an enabling asset and not merely a technology provider or overhead.

The Xentrall ICT Service has a defined two year period of transition, during which the service and technical infrastructure it supports will be transformed. A number of business cases will be developed which will propose a new ICT architecture model for the Council. This forms elements of this strategy which are outlined later in the document. However, this two year period does not define the end of transformation for the ICT service, as a continued programme of service improvements will be delivered.

3. Target Future Position

As outlined in the introduction, the ICT Strategy must provide for a flexible, agile and accessible ICT infrastructure and service to support the dynamic challenging agenda which the Council faces. Similarly, it must underpin and facilitate the emerging modern working agenda. The ICT Strategy needs therefore to deliver on a number of fronts:

- To enable a mobile workforce through the use of appropriate technology
- To provide real-time access to information at the point it is needed
- To facilitate the secure sharing of information with our partners in the joint delivery of services
- To have the ability to re-configure services according to demand
- To maximise the use of property assets through a more strategic use of technology
- To make efficient use of ICT resources

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- To demonstrate improvement and the potential for future capacity when under scrutiny
- Improving citizen satisfaction with Council services
- Improving employee satisfaction with the Council workplace

To deliver these benefits, the ICT Strategy will focus on five key programmes:

- i. The delivery of a robust core architecture on which to deliver ICT services
- ii. The provision of flexible and efficient mobile and office based technologies
- iii. The implementation of robust and secure information management processes and systems
- iv. The management of a robust governance framework for ICT projects and investments
- v. The advancement of standards and procedures within ICT, with the aim of delivering excellent services

4. Delivering The Strategy

With the formation of the new joint ICT Service within Xentrall Shared Services, a number of developments are already underway within the five programmes identified above, as well as many improvements across the ICT service in general, either already underway or planned.

Each strategy programme is outlined below. A summary programme schedule and financial model is also provided later in the report.

i. Robust Core Architecture

A robust core architecture is needed to reverse the explosion in volume of servers being maintained by ICT. This not only makes the business of support more manageable, but it will also result in reduced power usage, reduced heat output and thereby cooling and reduced physical space. A consolidated set of servers will also enable better use of the processing power and storage capacity than what is achieved currently. Other benefits include improved integration across systems and improved backup and disaster recovery capabilities.

- A business case for a joint consolidated server/storage/backup model with Stockton is currently being developed.

A critical unseen element of the Council's existing architecture is the network. In the main, two corporate networks exist for telephony and IT data. In addition there are other networks in existence i.e. CCTV and schools IT. The main two networks for voice and data are quite dated and have lacked investment. The inherent design carries a number of risks for the Council which relate to single points of failure. There are also integration and capacity issues between voice and data.

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- A health check is being undertaken on the data and voice networks across the Council. A planned review of the Stockton systems gives a further opportunity to gain benefits of possible future joint working in this field.

A new shared computer room is also planned in which to house this new infrastructure. There are a number of problems and associated risks with the current facility (and that at Stockton) and its failures have impacted services across the Council and will continue to do so in its current form. A new computer room removes the risks associated with the current facility.

- A joint project with Stockton is underway to design and build a new computer room in Darlington.

ii. Flexible, Efficient Mobile and Office Technologies

Flexible end-user technologies are needed to support the modern ways of working programme and the innovative development of services across the Council. There is currently a varied mix of PCs, laptops, Blackberries and other mobile devices. A proliferation of desktop printers also exists. Telephone handsets are mainly analogue with limited facilities. There needs to be a structured approach to the provision of end-user devices so that flexibility, security and functionality are built into any solution. This then allows devices to be portable, shared, pooled and also available at the point of service provision.

- A review of the procurement, configuration and deployment of PCs and laptops will be undertaken to ensure that the most efficient and flexible approach is taken. Efficiencies can be gained through a joint procurement approach with Stockton.
- A longer term desktop strategy will be developed which will consider other non-PC based office and remote technologies and the merits these may have.
- A business case for the consolidation of desktop printers, scanners, FAXs and photocopiers into single multi-function devices (MFDs) is being developed which will reduce the significant consumable and support costs associated with these devices.

To facilitate the emerging remote and mobile working agendas, there is also a need to provide a platform on which information can flow from back office systems to the “officer in the field” and vice versa.

- The procurement of an integration toolkit is being progressed. The toolkit will consist of; an integration hub to manage interfaces between systems, a presentation layer which will allow re-purposing of information for difference devices, a mobile platform on which to develop small applications, and a data cleansing and matching tool to pull together records from different systems.

iii. Robust and Secure Information Management

Without the need for information, there is no need for information technology. Robust information governance and security is critical in an world where information can flow and be stored so readily in huge volumes and yet can be so vulnerable in careless

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hands. The disciplines associated with information security must be paramount when we exploit systems, transport data and share information with our partners. A number of activities are underway which are jointly being undertaken by the Council and Xentrall ICT.

- Xentrall ICT Services are certified to the Information Security international standard IEC/ISO 27001:2005.
- A review of the Council's information security management practices will be undertaken to assess compliance with the standard and associated code of practice.

The critical element of any agile workforce, innovative service or mobile delivery point is having access to all the relevant information to deliver a service and make informed decisions. Such information has to be timely, relevant, accurate and legal. Some departmental systems have information and workflow technologies built in. Other systems do not. Also, many elements of the Council's business will be done without the presence of a departmental IT system and often cross departmental work flows are manual in nature.

- A business case is being developed in conjunction with Stockton for the procurement of an Electronic Data Records Management System (EDRMS).
- The Corporate Information Governance Policy will be reviewed and a new programme of work focusing on information security and data handling will be developed and implemented, building on the new strategic policy framework.
- An information sharing code of practice will be implemented alongside other relevant data protection guidance, including the development of safe havens, in line with the LGA recommendations for data handling

iv. Robust Governance Framework

The ICT resource is finite. It is also shared with Stockton. A robust governance framework is required to ensure that this key resource is targeted in the right areas, in-line with the Council's priorities. Any framework must also ensure that the resources are managed appropriately and the benefits are realised.

The corporate IT Working Group has been re-launched as the ICT Strategy Group and has a remit to structure and govern the ICT work programme to ensure the delivery of the strategy and other ICT projects.

- A governance model has been developed as part of the current service planning round and this will result in the publication of the ICT workplan for 2009/10 which will encompass Darlington and Stockton ICT agendas
- A resource planning model is being developed and implemented internal to ICT to facilitate the workplan development and overall management of ICT resources
- Programme and project management procedures are to be reviewed within ICT with the aim of implementing accepted best practice

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- The ICT Business Account Management engagement across all services of the Council will mature during 2009/10 and drive the ICT service planning process in future years

v. Excellence in ICT

The new ICT Service has a defined two year period of transformation during which it will review its systems and procedures. This will provide a renewed customer focus to all its activities as well as achieving efficiencies in the delivery of its technical services. A number of activities are planned or underway.

- The work undertaken to achieve ISO certification in Information Security is to be used as a foundation to develop a process for achieving the ISO9001 Quality Management Standard.
- ICT Services will continue to participate in Stockton's Customer First programme and achieve Phase 2 compliance.
- The procurement of a new Service Centre (Help Desk) system is underway to allow ICT to consolidate on one system for call handling, asset management and general workflow throughout the service.
- An approach to the implementation of ITIL guidance (a methodology for the management of ICT processes and functions) is being developed. This will involve a root and branch review of ICT procedures.

Beyond the two year service transition period will be a programme of continued service improvements in ICT Services.

5. Schedule

The themes and activities outlined in the previous section "Delivering the Strategy" are shown in a schedule in Appendix A. The schedule shows the key milestones in the delivery of each element of the Strategy.

6. Investment

Each of the Strategy themes and activities will require funding of some sort. The anticipated funding source and impact associated with each activity is outlined below. Where a business case or strategy is being or yet to be developed, these will contain detailed funding and option appraisals within each review and associated recommendations. The following is meant to be a guide in advance of the outcomes of these reviews.

i. Robust Core Architecture

Consolidated/Virtualised Server & Storage – The Council's server estate is refreshed on an on-going basis, typically using a four to five year life-cycle. The proposal will be to ring-fence these ad hoc spends and harness the overall purchasing power to help fund the new architecture. There is also a positive impact on the cost of backups and disaster recovery, which can be all rolled into the business case. Environmental impact and carbon emissions will

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also be improved. There may be additional funds required depending upon the results of procurement.

Network & Telephony Health Check – The existing infrastructure is cheap to run, but unlikely to be sustainable. An investment will be required to implement a modern network and telephony infrastructure across the Council. With the end of the Stockton Managed Network contract due in 2010, there are opportunities to gain cost reductions on any new proposals through aggregated spend.

New Computer Room – This is a joint project with Stockton which underpins the Xentrall business case and was budgeted for within the original business case.

ii. Flexible, Efficient Mobile and Office Technologies

PC/Laptop Procurement Review – This existing spend on PCs and laptops across both Darlington and Stockton will be aggregated into a much larger formal contract. This will either reduce the cost per unit, stem the current price rises which is a result of the weak pound, and/or laptops to be more affordable thereby facilitating more modern flexible ways of working. An up front commitment to the contract will be required and therefore the existing spend will need identifying and aggregating.

Integration Toolkit – This is a joint project with Stockton which is already budgeted for. Final costs will be available before the end of 2008/9 and should be within the existing budget.

Consolidated Print/Copy/FAX/Scan – The existing estate of printers, scanners, copiers and FAXs across both Darlington and Stockton will be consolidated into Multi-function printing devices. The savings in equipment purchase & maintenance costs and associated toner should pay for this programme and generate savings. Existing devolved spend will need aggregating for this proposal.

Desktop Strategy Development – This is a longer term strategy with regards to the desktop devices the Council uses. At this stage it is difficult to assess the outcome of this work and the associated financial requirements. However, the aggregated desktop spend (as per procurement review above) will form the main part of any funding model.

iii. Robust and Secure Information Management

Xentrall ICT ISO27001 Certification - The costs associated with this programme are covered by Xentrall ICT Services.

Review Information Security Management Practices – The costs associated with the review are covered by existing resources in Darlington Borough Council.

Corporate Information Governance Policy (Phase 2) - The costs associated with the policy are covered by existing resources in Darlington Borough Council.

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Electronic Data Records Management – A business case is being developed with Stockton to identify the advantages a corporate EDRMS will bring. The cost of the producing the business case are covered by Xentrall ICT Services. A Darlington proposal may be based on an invest to save basis for funding.

Information Sharing Code of Practice – The costs associated with this programme are covered by existing resources in Darlington Borough Council.

iv. Robust Governance Framework

ICT Governance Framework – There are no additional costs associated with this activity.

ICT Project & Resource Management - The costs associated with this programme are covered by Xentrall ICT Services.

ICT Business Account Management - The costs associated with this programme are covered by Xentrall ICT Services.

v. Excellence in ICT

Xentrall ICT ISO9001 Certification - The costs associated with this programme are covered by Xentrall ICT Services.

Xentrall ICT Customer First Programme - The costs associated with this programme are covered by Xentrall ICT Services.

Xentrall ICT New Help Desk System - The costs associated with this programme are covered by Xentrall ICT Services.

Xentrall ICT ITIL Implementation - The costs associated with this programme are covered by Xentrall ICT Services.

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APPENDIX A – STRATEGY SCHEDULE

ROBUST CORE ARCHITECTURE	2009/10				2010/11				2011/12
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Consolidated/Virtualised Server & Storage									
Business Case Approval									
Procurement									
Implementation & Configuration									
Network & Telephony Health Check									
Results of Study Published									
Network/Telephony Strategy Approved (future plans subject to strategy)		TBA							
New Computer Room									
Construction									
Commissioning & Moves (DBC & SBC)									
Old Room Comms Room Conversion									

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FLEXIBLE, EFFICIENT MOBILE/OFFICE TECHNOLOGIES	2009/10				2010/11				2011/12
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
PC/Laptop Procurement Review									
Business Case Development									
Business Case Approval									
Procurement									
Roll-Out									
Integration Toolkit									
Business Case Approval									
Procurement									
Implementation & Configuration									
Consolidated Print/Copy/FAX/Scan									
Business Case Approval									
Procurement									
Implementation									
Desktop Strategy Development									
Research & Options Appraisal									
(future plans subject to research findings)					TBA				

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ROBUST & SECURE INFORMATION MANAGEMENT	2009/10				2010/11				2011/12
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Xentrall ICT ISO27001 Certification									
Six Monthly Audits									
Re-Certification									
Review Information Security Management Practices									
Electronic Data Records Management									
Business Case Approval									
Corporate Information Governance Policy – Phase II									
Information Sharing Code of Practice									

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ROBUST GOVERNANCE FRAMEWORK	2009/10				2010/11				2011/12
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
ICT Governance Framework									
Strategy & Workplan Monitoring									
Annual Workplan Development									
ICT Project & Resource Management									
Project/Resource Mgt Framework Finalised									
Implementation & Refinement									
Project/Resource Monitoring									
ICT Business Account Management									
Full Compliment of BAMs in Place									
Identifying Service Objectives & Drivers									
Contribute to Strategy & Service Plan Devt.									

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EXCELLENCE IN ICT	2009/10				2010/11				2011/12
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Xentrall ICT ISO9001 Certification									
Gap Analysis									
Implementation									
Audit									
Certification									
Annual Audit									
Xentrall ICT Customer First Programme									
Successful in Achieving Phase II Accreditation									
Customer Service Excellence Participation									
Xentrall ICT New Help Desk System									
Procurement Complete									
Phase I Implementation (Incident Mgt)									
Phase II Implementation (Asset Mgt)									
Phase III Implementation (TBA)									
Xentrall ICT ITIL Implementation									
Phase I (TBA)									
Phase II (TBA)									
Phase III (TBA)									