



CORPORATE IT STRATEGY

2008-2013

**IT Review
July 2008**

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HARROW COUNCIL IT STRATEGY 2008-2013

1. PURPOSE AND SCOPE

- 1.1 The purpose of this IT Strategy is to set out a vision for the use of technology to improve customer and community services and improve business efficiency over the next five years to 2013. The drivers for the strategy are the Government's Transformational Government Strategy and the council's transformation and improvement agenda. The strategy is presented in a format which looks at the changing business context, our current position with IT, a vision of how technology can facilitate the change agenda, a strategic framework for the next five years and actions in the short term to start delivering the strategy. The strategy is an output from a review of IT across the council.
- 1.2 Other more detailed strategies will be developed within the framework provided by this document including: the Business Applications Strategy, Technical IT Strategy; Disaster Recovery and Information Management.
- 1.3 This strategy and, when they are completed, the others referred to above will focus on IT across the council and will not be specific to any particular department or team. 'IT' is used in this document to refer to all IT across the council including that delivered through the Business Transformation Partnership (BTP). 'HITS' is used to refer to the IT undertaken by the central IT team in Finance.

2. ORGANISATIONAL CONTEXT

To achieve excellence by 2012, Harrow Council needs to transform at a greater pace than other councils. A step change is required in service delivery, community development and business efficiency, achieved through greater use of shared services and an integrated strategic approach to business transformation with a view to delivering continuous improvement. Fundamental changes in service delivery, against a background of financial constraint, mean that the keys to the success of the IT strategy will be flexibility of provision and value for money.

- 2.1 All businesses need to be capable of adapting to changing economic fortunes, new policies and legislation and the needs of their customers. Harrow Council is no different. However, local government is uniquely placed in having responsibility to its citizens to develop and support the community and serve its customers in partnership with central government and our local partners.
- 2.2 This IT strategy needs to be focused and flexible to meet the changes that are likely to occur in the nature and shape of local government over the next few years. The move towards:
 - more localised decision making
 - a shared services culture
 - externalisation/in-sourcing of services to/from partner organisation or the private sector
 - self-directed payments in social care
 - national information services for children through ContactPoint and the common assessment framework (e-CAF)
 - an increasing number of services available through the Internet on a self-serve basis
 - 'chip' technology being used to help improve the quality of waste collection services

will all mean an increasing emphasis on transformation based on technology, the sharing of information between organisations and the need for IT to be responsive to restructuring and changing business need.

- 2.3 The result of these changes is likely to see local authorities reduce in size, as more strategic partnering and outsourcing takes place, and move towards having a more strategic role with an increasing emphasis on commissioning, service monitoring, democratic services and community engagement.
- 2.4 What is also very clear is that the way forward will be against a backcloth of severe financial constraint, which will drive out more radical solutions to improve value for money and reduce transactions costs in an environment of growing demands in many areas.
- 2.5 The council already has a clear way forward to achieve excellence in 2012. This strategy fits the direction set. The key priorities for the year ahead are:
 - Better Streets
 - Building cohesive communities
 - Improving support for vulnerable people
- 2.6 These priorities are underpinned by the Sustainable Community Plan, Corporate Plan, Local Area Agreement, Improvement Plan, Year Ahead Statement and Flagship Actions. There are other corporate strategies and plans, which are inextricably linked with the IT strategy. These include the Accommodation Strategy, Medium Term Financial Strategy, Workforce Strategy, Service Plans and Programme for Business Transformation. It will be important to ensure that the IT strategy remains aligned with these strategies as they develop forward; this will be achieved through improved governance arrangements, which are outlined later. It is also important that the council shares the IT strategy with public and private sector partners in order to identify potential synergies, including moving towards greater simplification, standardisation and sharing of services and resources.
- 2.7 In 2003 the Council recognised the need to accelerate its transformation programme and took the decision to procure a strategic business transformation partner – Capita. The contract negotiated provides a framework for both future projects and ongoing service provision and/or transfer. To date, in addition to a series of large scale projects, Capita has provided the ongoing support and disaster recovery for the SAP environment.

3. WHERE ARE WE NOW?

The council's revenue expenditure of £7.5m per annum is in line with the average for other London boroughs. A fragmented structure for IT is in place with the BTP driving the development of corporate business applications, departments looking after their individual business applications and Harrow IT Services (HITS) providing a shrinking level of support in this area. HITS has predominantly a purely operational role in managing the technical infrastructure; this includes the telecommunications network (voice and data); the Service Desk to organise help to solve users' IT problems; managing most of the server computers that run applications and store and manipulate information; and supporting workstations (PCs) that staff use to access systems and undertake administrative duties.

The strategic partnership introduced in 2005 has enabled the council to make improvements in customer services and business efficiency through end to end business process review and the implementation of SAP for corporate business applications and Customer Relationship Management. The platform implemented has provided the capability to:

- Deliver a new transactional web site
- Deliver Enterprise Resource Planning through SAP (Finance, HR, Procurement, Customer Relationship Management, Management Information)
- Integrate council systems to allow the sharing of information and data
- Create a single view of the customer

It is envisaged that the cost of the initial investment in BTP projects of £45 million will be realised by end of the next financial year. HARP the electronic document management system is self funding and will further add to the savings once implemented and embedded.

Performance of the infrastructure is sound and meets the performance targets set. Customer satisfaction is low and there is a lack of confidence in IT. An assessment against the national IT e-Service Delivery Standards shows Harrow to be meeting the minimum standard.

The lack of IT leadership and corporate governance, along with the dispersed responsibility for IT, has resulted in a lack of ownership of IT within the council; this has led to technical difficulties and unexpected costs when new systems are implemented. It has also resulted in there being no clear strategic technical direction and IT staff across the council working to different procedures and practices. The lack of cohesion, and the difficulties involved in IT and the business transformation programme forming a strong working relationship, has hindered the progression of IT and the building of customer confidence.

There are clear gaps in the functionality expected in a modern local authority IT structure. These include the IT client function which should address security, technical strategy development, commissioning and contract management and business engagement. A corporate approach to information management is also missing in an environment where information sharing with partners, security and document management is becoming increasingly important. Partnership working is generally lacking along with customer focus.

IT literacy amongst staff across the council is generally low.

There is considerable room for improvement of IT services and implementation of this strategy will move the council to excellence with regard ICT e-Service Standards by mid-2010.

IT Organisation and Infrastructure

- 3.1 The council spends around £7.5m revenue a year on IT across the organisation; this is average for London Boroughs. A Socitm survey of eighteen London boroughs in 2006 showed Harrow was just below the median for expenditure at 2.5% of net revenue budget. The capital programme currently has an ongoing capital investment of £1m per annum for IT infrastructure and, over the next three years, £7m, £2m and £2m to fund the business transformation agenda.
- 3.2 The council has a mixed economy of service delivery with a range of in-house services and numerous contracts with third party suppliers for maintenance and support of systems. The structure of IT is fragmented across the organisation:



- 3.3 The predominance of development work is done through the strategic partnership with HITS performing a mainly operational role. Applications support is spread across the council but dominated by departments who also manage support provided by third party suppliers. There is a small applications team in HITS (10) which provides systems integration support for Business Transformation and a level of support for Revenues & Benefits, Cashiers, Housing and the Northgate system for Community & Environment. The role of the team has shrunk in recent years as departments have taken on more support and Access Harrow and the strategic partnership have become responsible for web site development and the implementation of new applications, like SAP and Civica.
- 3.4 The strategic partnership has made a significant contribution towards improving customer services and business efficiency and at a pace. The new telephony system and SAP CRM, along with the integration with many service applications, has made big inroads in capturing customer details at a single point of contact and opened up the opportunity for one view of the customer across the council. The SAP enterprise modules have facilitated better and integrated management of the council's resources. The strategic procurement of goods and services has also released significant savings. The ongoing programme of process reviews linked with the introduction of electronic

document management and mobile working will help transform services in a number of departments.

- 3.5 The strategic partnership, in consultation with IT, sets the strategy for key corporate applications and the technical strategy associated with the change projects being delivered. The principles of the technology delivered by the partner include a requirement for it to be scalable, flexible, capable of incremental delivery and future proofed. There is also a robust business case methodology which ensures affordability. But, as a result of the commercial nature of the partnership arrangement, together with the operational bias of the internal IT department, there is a lack of clear corporate IT strategy that covers the development of technology across all levels of the service improvement and delivery model. Planning for the future tends to happen in a reactive way when a problem arises. Decisions are made with a degree of future proofing but sometimes in a silo without considering the wider corporate agenda.
- 3.6 The separation of responsibilities for IT across different areas, and a lack of corporate leadership, has resulted in no single ownership of IT strategy or the IT infrastructure. Also, no one team has an end to end understanding of the total support environment which leads to numerous technical difficulties and unexpected additional cost when deploying new enterprise-wide solutions.
- 3.7 Feedback from focus groups has shown that there is confusion over who does what between HITS, BTP and sometimes Shared Services who provide some SAP support. Customers are uncertain where to go for an answer to an issue. As the first point of contact, HITS are sometimes mistakenly attributed as the point of weakness.
- 3.8 A strong working relationship has not developed between BTP and HITS and this is hindering the progression of IT. Building a successful relationship will come as IT services improve and mutual respect is generated through successful projects and visible benefits being achieved. The original contract envisaged that HITS staff would be seconded to projects and work alongside the strategic partner. Were this to happen it would assist with this issue.
- 3.9 The BTP and IT capital investment has resulted in:
 - A fully integrated CRM and telephony system for Access Harrow
 - Middleware enabling significant and powerful integrations
 - An Enterprise Resource Application (SAP) for core business applications
 - A new and powerful Management Information system which presents data from both SAP and service specific systems
 - A new web site and underlying technology
 - A high availability network infrastructure
 - Replacement of legacy telephone systems with a modern converged IP telephony solution
 - A third of all desktop computers renewed
 - Introduction of an enterprise wide document and content management system
- 3.10 The IT infrastructure is fairly fragmented with a range of operating platforms and a mixed desktop with around 2000 PCs and 700 thin client terminals. Microsoft Office is the standard desktop software with Novell Netware in place for file and print services, as well as the Groupwise email system. The implementation of a far more integrated information systems environment with SAP, and Seebeyond linking to non-SAP applications, and the need to bring unstructured data (like email) into this shared environment, has raised questions about the fit of the Novell suite. Although the infrastructure is stable, the mix of technologies does not lend itself to a scalable solution which meets future demands.
- 3.11 A separate study has shown that disaster recovery arrangements for IT applications and infrastructure are virtually non-existent. Capital funding is available to address this area and a strategic study is being undertaken to propose the way forward. The initial stage is to undertake a risk analysis to determine what applications and infrastructure are priority for disaster recovery. The disaster recovery strategy is an integral part of the council's overarching IT strategy.

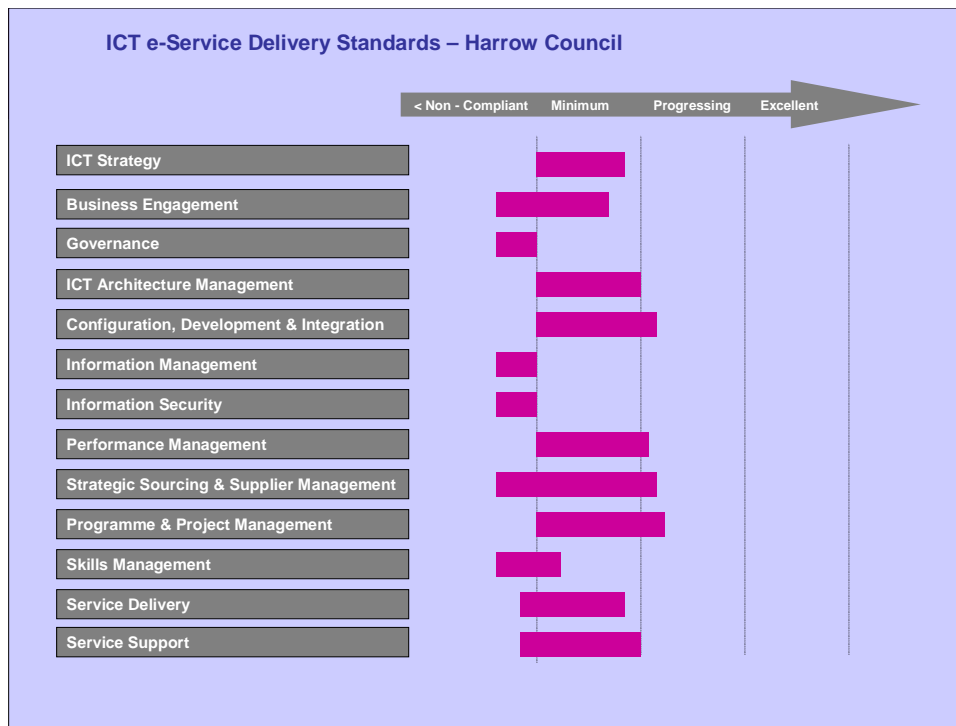
- 3.12 IT in the council is currently very dependent on contract staff, particularly in HITS where nearly 40% of the current fifty seven posts fall into this category. A recruitment campaign twelve months ago failed to redress the balance. Although the market for IT staff is subdued at present, depending upon long serving contract staff for service and project delivery represents a high risk. It also raises costs but does mean that the necessary skills are in place for service delivery and gives flexibility when additional skills and resources are required for projects.
- 3.13 The reorganisation of IT over the last few years has resulted in some key functions becoming missing from the structure. In particular the IT client role, which includes security, business engagement, supplier management, performance management and strategy, has had little focus and resource applied to it. These are essential functions in a modern IT organisation.

IT Governance

- 3.14 There has been a lack of IT leadership in the council for a number of years. A succession of interim managers has not helped and the recent appointment of a Head of IT Services will bring the professional leadership necessary.
- 3.15 There has also been a lack of formal IT governance in the council. The result has been a weakening of compliance with any strategy and standards and a HITS capital investment programme with little input from departments regarding priorities and focus for expenditure. It has also given departments a degree of freedom to pursue IT solutions which do not necessarily fit with the broader corporate agenda.

Service Performance

- 3.16 In order to get a baseline of where IT services are at the present time, an assessment was made against the national ICT e-service Delivery Standards. The standards were developed through collaboration between local authority professionals, professional bodies and practising specialists in each area. The standards address all the technology processes, disciplines and skills that are provided by IT, which range from the management of projects and business change to the management of the organisation's technical architecture. The standards reflect an evolutionary process of advancement in the role of IT, from one of traditional 'technology steward' to one of business leader. These are reflected in four grades – non-compliant, minimum, progressing and excellent. The standards cover thirteen functional areas. The baseline for Harrow is shown below.



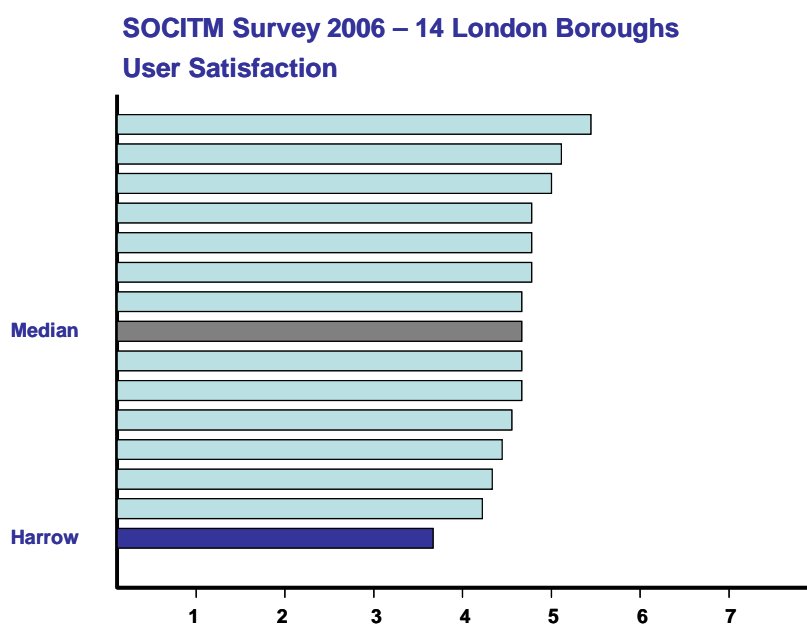
- 3.17 Overall Harrow comes in the 'minimum' category which is an improvement on the position in October 2007 when the assessment showed the council just dropping into the non-compliant zone. Improvements in programme management, business engagement and performance management have improved the rating. Some of the work through the BTP has raised the score in a number of categories but overall the lower performance of other IT services has reduced the rating. Assessments from over one hundred and fifty local authorities show a national picture of 19% non-compliant, 44% minimum, 22% progressing and 15% excellent.
- 3.18 Over the next couple of years, the council needs to be heading towards the upper end of progressing and moving into excellent, in order to support the progressive business change agenda and to be seen as a leading council in this respect. There is significant scope for improvement in all categories but particular attention needs to be given to Business Engagement, Governance, Information Management, Information Security and Skills Management.
- 3.19 Although fragmented (see paragraph 3.10), the council has a reliable IT infrastructure. A Society of IT Manager's Benchmark Survey (SOCITM), carried out in London Boroughs in 2006, showed that Harrow had one of the best scores in terms of the availability of the infrastructure out of the eighteen respondents.
- 3.20 Overall there is a continuing good performance of the infrastructure as the following summary of local performance indicators for 2007/08 shows:

| HITS Performance Data | 2007/08 Target | 2007/08 Actual |
|---------------------------------------------------------------------------------|----------------|----------------|
| HITS overall incidents fixed within Service Level Agreement (SLA) specification | 98% | 96% |
| Availability of Infrastructure 7am – Midnight | 99.6% | 99.95% |
| Desktop Incidents resolved within SLA specification | 98% | 98.29% |
| Service Desk Abandoned Calls | 5% | 15% |
| Applications Availability | 99% | 99.28 |

| Capita (SAP) Performance Data | 2007/08 Target* | 2007/08 Actual* |
|-------------------------------------------|-----------------|-----------------|
| Incident resolution P2 | 95% | 100% |
| Incident resolution P3 | 95% | 81.3% |
| SAP Production system availability (Core) | 99.96% | 100% |
| SAP Production system availability (OOHs) | 95% | 100% |

* simple average of 6 months data

- 3.21 The indicators support feedback from user focus groups which have shown general satisfaction with the availability of services but some concern over the availability, but not quality, of the Service Desk.
- 3.22 However, current user perception of the HITS operational services is that IT services in the council are poor. The SOCITM survey showed that user satisfaction in Harrow being the lowest of the fourteen participants with a score of 3.7; this was the only score below 4.0 with the median being 4.8.



- 3.23 Subsequent user surveys have shown improvement in customer satisfaction with scores above four but they are still short of the median from the original SOCITM survey.
- 3.24 Although there has been a lot of positive feedback from focus groups this has mainly been around the quality of service from individuals. Some of the reasons why customer satisfaction is low are listed below:

- Slow response from the Service Desk
- Some staff with a lack of customer focus
- An unhelpful approach when problems arise
- A slow turn round in decision making regarding work packages
- A lack of engagement with departments over future requirements

- Poor communications around service levels and responsibilities
- Confusion over who does what
- The reliability of services at remote sites

Information Management

- 3.25 Information management scored as non-compliant in the ICT e-Service Delivery Standards. Although there are pockets of good practice in the organisation, there is no corporate approach to the management of the council's information resources. There are no standards or protocols for how information should be stored, shared, kept secure, classified or disposed of. The implementation of the information architecture agreed for the HARP project will move this forward in the Autumn of 2008 but there is still much work to be done. The increasing necessity to share information with public and private sector partners, as well as within the organisation itself, and the demands associated with the Freedom of Information and Data Protections Acts, necessitates a joined-up approach. Nobody is currently designated with responsibility for Data Protection and the Caldicott Guardian for social care information is assigned on a temporary basis. The potential establishment of a joint Business Intelligence Unit and the introduction of electronic document management across the council make information management even more important. CSB has agreed to fund an Information Manager post and the job profile is currently being developed.

Programme and Project Management

- 3.26 Until recently, there has been little programme management of the projects funded through the IT capital budget. Some monitoring has been undertaken where projects fall within the corporate improvement programme but that is it. Typically projects were over a year behind schedule, there were no sound business cases and little focus on benefit realisation. Projects were set up as pilots but never saw the transition through to operational status. There was no dedicated project management and staff focused on operational rather than project issues; this meant, that although projects were behind schedule, budgets were not compromised.
- 3.27 Sound programme and project management practices have now been put in place to deliver the IT capital schemes. The programme team is funded through the capital budget and is mainly staffed by contractors. The team is independent of programme management for business transformation and the corporate improvement programme.
- 3.28 Both the strategic partner and the council have implemented a good standard of programme and project management for all work done as part of the BTP; this coupled with the improvement implemented for IT capital projects will enable the council to move rapidly towards excellence in this category of the e-Service Delivery Standards. Time is required to demonstrate that the improvements made have had an impact on project delivery before the scoring can be reassessed.

Partnership Working

- 3.29 Although there was a lapse for a period, the council is now becoming an active member of the West London Alliance IT Group. The Group is addressing a broad agenda including shared services and systems.
- 3.30 The BTP has offered opportunities to work with other local authorities contracted with Capita, including Swindon, Bristol and Southampton. Outside of the BTP, and the work with the WLA, partnership working is limited. Although the council used to have a telecommunications link with the PCT, this ceased when the National Network for the NHS (N3) was implemented. There is currently no sharing of IT strategy or access to systems between the two organisations.
- 3.31 Some IT procurement has been undertaken through a partnership approach. Laptops are purchased from Dell as part of a contract tendered with fifteen other local authorities and three NHS Trusts. A really competitive price was obtained with a 33% price reduction over what was originally paid.

Corporate IT Literacy

- 3.32 The delivery of services and the efficient running of the council is becoming increasingly dependant on IT. A workforce with good IT skills is, therefore, essential to the delivery of service improvement and the smooth running of the council. It is difficult to gauge the current level of IT literacy across the council. Calls to the IT service Desk and discussions around the organisation suggest that it is not at the desired level. There are computer-based IT skills modules on the Intranet but their take up is not currently monitored.

4. OUR VISION

To use technology to enable business transformation and to provide Harrow with flexible, value for money and fit for purpose IT services. Moving the organisation forward to one built around web enabled solutions

- 4.1 Our vision for Information and Communication Technology at Harrow Council will be achieved by a commitment at the highest level to using technology as a primary catalyst for realising business transformation across the organisation. Customer focus and equalities will be key themes of the transformation. Continued investment in technology will help the Council to realise the vision by 2013 through:

Using technology to improve the availability of a greater range of services to our customers and citizens by:

- Continuing to consolidate access to services through a single point of contact, improving immediacy of response and assisting in problem resolution
- Where it is not appropriate to consolidate services, to provide the necessary technology for customer contact to be measured and monitored
- Developing new ways for customers to use services through web-enabled technology including addressing the trend towards greater mobility, self-service and 24x7 availability, while recognising that choice and equality of access are still paramount
- Providing customer access to their individual records through a fully authenticated process
- Implementing automated quality assurance processes to provide early warning of potential failure to promised performance levels
- Maximising the benefits of well implemented, more inclusive information management to facilitate the secure sharing of information within the Council and with key partners, to reduce the duplication of personal details to provide more efficient and effective services

- Providing access to information and services to support those in the community engaged in local resource management and decision making

Delivering a high quality IT service to support the business ambitions of the Council by:

- Continuing to transform the technology within the Council to enable it to provide essential services in a more cost effective manner
- Delivering all IT services through a customer focused approach
- Taking advantage of shared services and strategic partnerships to continue the step change required to bring Harrow's IT services into the 21st Century
- Challenging the Organisational, Leadership and Governance structure of IT service provision within the Council to ensure it is relevant, efficient, effective and responsive to the needs of the business
- Structuring services and contracts in a way that allows flexibility to accommodate shared services and government restructuring
- Developing a workforce that is IT literate in order to improve services and efficiency
- Creating a career/secondment framework for IT professionals and staff across the council and partners to participate in IT service roles

Becoming more flexible in our delivery of services by enabling better connectivity for our increasingly mobile workforce by:

- Embracing new mobile technology that brings secure access to information where and when it is needed
- Empowering its staff and Members by ensuring technology is easy and simple to use and training is available to bring all staff and members to a base level of IT competence
- Providing online and self service IT support to mirror the working hours of staff and Members
- Delivering a fit for purpose IT infrastructure with a focus on disaster recovery, flexibility, reliability, security, integrity and availability

Achieving Value for Money across our IT services by:

- Continually reviewing the value and cost benefits of its strategic partnerships, internal service provision and third-party alliances
- Delivering strong IT governance with strategic and investment decisions made on a cross-departmental basis and fully aligned with the council's business direction and financial strategy
- Rigorous project approval to identify benefits and efficiencies
- Regularly benchmarking its technology services for quality, value and performance against other London Boroughs
- Achieving economies of scale through joint procurement with public and private sector partners
- Driving forward change on a continuous improvement basis with lower unit costs but achievement of the required quality of service

Addressing the Environmental Agenda by:

- Looking for tangible ways to reduce the carbon footprint of its IT service provision through more thoughtful design, greater awareness and continual assessment
- Consolidating and reducing server technologies to maximise the efficiency of its data centre to reduce emissions and save the Council increasing energy costs
- Ensuring partners and third party suppliers follow the environmental principles and policies of the council

4.2 Overall this technology-enabled transformation will help ensure that:

- All customers have choice and personalisation in their interaction with the council and its service partners
- The community and Council Tax payers benefit from efficiency gains
- Staff have better tools to do their job, which improves services and productivity
- Staff are released from the back office giving the opportunity for the free resources to focus on their core role or front line services
- Citizens feel more engaged with democracy

5. ORGANISATIONAL OPTIONS

- 5.1 A number of organisation models were evaluated to see what benefits there might be against the existing arrangements. Options were explored for the IT Client role (IT strategy, security, business engagement, commissioning and contract management and programme management along with corporate leadership and guidance), IT Operations (network, desktop, server management and support and service desk) and applications support.
- 5.2 The nature of the client activity requires council ownership and, although supporting activity can be undertaken by third parties or the BTP, there is a need for a small in-house team to be formed to provide corporate leadership for IT and to own the strategic direction. The view is that this should be retained as an in-house function.

5.3 The following table summarises different models for applications support:

Applications Support

| Option | Pros | Cons | Benefit | DR/BC | Ease | Cap £ | Rev £ | Saving £ |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------|------|-------|-------|----------|
| Do Nothing | <ul style="list-style-type: none"> > Release management time to focus on other changes | <ul style="list-style-type: none"> > HITS team will continue to shrink > Weak supplier management > Confused responsibilities > No savings > Lack of co-ordination will continue | ■ | ■ | ■ | ■ | ■ | ■ |
| Centralise | <ul style="list-style-type: none"> > May be economies of scale > Easy to apply standard working practices > Resource flexibility > Close working with technical staff > Co-ordinated supplier management | <ul style="list-style-type: none"> > Function could become detached from the business > Big upheaval in departments > Difficult & lengthy to implement > Confidence in central IT not strong enough | ■ | ■ | ■ | ■ | ■ | ■ |
| Devolve to Departments | <ul style="list-style-type: none"> > IT skills with the business > Overcomes artificial separation of functions > Business in control > Budget clarity > Clear responsibilities > Some cost savings | <ul style="list-style-type: none"> > Corporate control of strategy and standards more difficult > Limited sharing of resource > Solution needed for cross-departmental systems > Many contacts with 3rd party suppliers | ■ | ■ | ■ | ■ | ■ | ■ |
| Outsource | <ul style="list-style-type: none"> > Flexibility > Might help DR > Clear SLAs & costs > Supports shared service agenda > Potential savings | <ul style="list-style-type: none"> > Remote from business > Difficult management of 3rd parties > Impersonal service > Difficult to implement | ■ | ■ | ■ | ■ | ■ | ■ |

5.4 Devolving applications support to departments is the strongest model.

5.5 The following table shows the evaluation for IT Operations:

IT Operations

| Option | Pros | Cons | Benefit | DR/BC | Ease | Cap £ | Rev £ | Saving £ |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------|------|-------|-------|----------|
| Do Nothing | <ul style="list-style-type: none"> > Service will continue for a period | <ul style="list-style-type: none"> > DR expensive > Continuing poor service > No OOH support > Expensive service > Recruitment difficult > Poor flexibility > Continuing management drain | ■ | ■ | ■ | ■ | ■ | ■ |
| In-House & Reshape | <ul style="list-style-type: none"> > Harrow staff living locally > Continuity of knowledge > No contractual encumbrance > Staff on-site > Improved service | <ul style="list-style-type: none"> > DR expensive > OOH difficult > Lengthy implementation > Recruitment difficult > Slow service improvement | ■ | ■ | ■ | ■ | ■ | ■ |
| Outsource | <ul style="list-style-type: none"> > Flexibility for change > Staff profile reduces transition costs > Good for DR > Clear SLAs & costs > OOH support > Lower cost | <ul style="list-style-type: none"> > Constrained by contract? > Remote from business > More impersonal > Difficult 3rd party management > Contract staff leave during transition | ■ | ■ | ■ | ■ | ■ | ■ |

5.6 Outsourcing IT Operations is the strongest model

6. THE WAY FORWARD

- 6.1 The business transformation agenda is delivering some progressive work and setting the pace for change. It is clear that technology has a clear role to play in facilitating change by improving the choice, availability and quality of services. It also delivers shared information to support strategic development, operational management and performance monitoring along with providing staff with the tools they need to work flexibly and efficiently. The following strategic principles and associated actions will begin the delivery of the vision.

Leadership and Governance

To make IT a function which operates through a governance framework where strategic and key operational decisions are made by representatives from across the council

- 6.2 There is a need for a structured approach to making decisions about IT across the council. The lack of suitable governance to date, outside of the business transformation programme, has resulted in the lack of ownership and co-ordination of IT within the council.
- 6.3 Accepted practice in local authorities and the private sector is a corporate board responsible for agreeing IT strategy and standards, along with a prioritised investment programme and ongoing management of timescales, budgets and benefits realisation. Given the dependencies on technology in both the work programmes for business transformation, service departments and IT, it makes good sense to combine the governance arrangements for the two programmes. No IT project should go ahead in the council without a business case going through the governance board.

Key Actions

- Implement IT governance arrangements which are combined with those for business transformation – through the creation of a corporate board – which means that all key decisions around IT strategy, investment, projects and delivery are made by the organisation as a whole and, in some instances, with our partners
- Implement IT Divisional Director of IT to take on the role of Chief Technology Officer. The post holder will also act as head of profession for IT across the council

Professional IT Services

IT services will be provided in a way to achieve customer focus, equality of access and the flexibility necessary to meet changes in service provision and the role of the Council

- 6.4 This will mean the continuation of a mixed economy approach for IT with in-house, external and partnership being the basis of service provision. There will be a change of emphasis away from operational IT delivery with a more strategic, client and commissioning role being implemented.
- 6.5 Customer focus and equalities will be themes that runs through all aspects of the IT service; this will apply to all services whether in-house or external delivery.

Key Actions:

- The Central IT function will be rebranded as Technology Services
- Applications support will be devolved to departments
- The business case for externalising IT operations will be explored
- A corporate IT client team will be established with the following functions - IT security,

enterprise architecture, programme management, business engagement and, over time, commissioning and contract management

- Permanent appointments will be made to selected posts and the number of contract staff reduced by 60% over the next two years

Business Applications

The business transformation agenda, with a focus on customer service and business efficiency, will continue to drive the strategy for corporate business applications within the overriding framework of this Corporate IT Strategy

- 6.6 SAP will continue to be the cornerstone of the strategy for enterprise-wide solutions. Non SAP applications will continue to be used for services where there is no SAP functionality or there is a poor fit. The implementation of applications will conform to government schemes and standards (e-Gif, XML etc). Seebeyond will continue to be used for all systems integration.

Key Actions:

- The business transformation programme will continue to be implemented including:
 - The implementation of mobile working through the HARP programme
 - The implementation of electronic document management through the HARP programme
 - A review of the business case for extending electronic document management across the council
 - The continuing implementation of web enabled services, CRM and associated systems integration
 - End to end process improvements in waste services including the use of 'chip' in bin technology
 - A process review in Parking
 - Provision of automated tools to support the HR process
 - The extension of Access Harrow telephony and CRM across the council
 - And other new business cases as agreed

Technical Infrastructure

Development of the IT infrastructure will continue with special emphasis on disaster recovery, flexibility, reliability, security, integrity and availability – delivered through a reduced carbon footprint. The Chief Technology Officer will be the designated 'owner' of the technical infrastructure

- 6.7 The need to provide resilient business critical services while driving targeted reductions in the carbon footprint will lead to an increase in the use of shared services. These will also allow improvements to the Council's disaster recovery provisions in a more cost effective manner.
- 6.8 With the introduction of shared services and the greater use of outsourced providers, system and data security will need to be increased. Greater awareness and the use of technology to tighten security will need to be implemented.

- 6.9 The requirement to improve the resiliency, reliability and integrity of the IT infrastructure will present the biggest challenge to enabling greater flexibility and promoting mobility in the work force. Planning infrastructure improvements will be less reactive and will consider the implications of proposed business transformation initiatives at an earlier stage.

Key Actions:

- Develop a Technical IT Strategy, including reviewing whether Microsoft or Novell is the way forward; this to be undertaken jointly between BTP/HITS
- Continue to improve the resiliency and reliability of the IT infrastructure
- Continue with the disaster recovery project to determine solutions which meet the council's requirements for business continuity
- Undertake an independent security audit and develop a plan for implementing recommendations to achieve ISO 27001 accreditation
- Develop a resilient infrastructure to facilitate and support mobile working
- Implement improved collaboration tools to take advantage of and consolidate the investment already made in the converged data and voice network infrastructure
- Continue the consolidation of the server environment to maximise the efficiency of the data centre and to reduce energy costs

Information Management

Information will be treated as a corporate asset, and managed as such, through policies, standards and protocols

- 6.10 The proposed establishment of the Joint Business Intelligence Unit makes it an appropriate time to focus on information management within the council and with our partners. The increasing need to share information, and the high profile around information security, necessitates establishing a framework within which we manage a key asset.

Key Actions:

- A corporate lead will be identified for information management
- The corporate lead will establish the governance arrangements for information management within the Council and with partners
- An information management strategy will be prepared
- The council will actively participate in central government initiatives around sharing information

Partnership Programme

A more proactive approach to partnership working for IT will be undertaken to facilitate improvements in services and provide better value for money

- 6.11 Although a strategic partnership for business transformation is in place with Capita, there has been little IT partnership working with other potential partners, outside of the Capita connections referred to earlier. A proactive approach to partnership working will be pursued.

6.12 Partnership working, with a range of partners, is fundamental to success for the future. Not actively using this route will leave the Council isolated and in a weak position when key decisions around shared services and local/regional strategies involving IT are made. The Comprehensive Area Assessment process will need to see tangible outputs from partnership working with local partners.

Key Actions:

- Pursue partnership working by creating formal links with the PCT Information Management & Technology team for the purpose of sharing strategies and information, linking the telecommunications infrastructure and identifying joint working to improve customer services in a seamless way
- Actively participate in the work of the WLA IT Group
- Explore shared procurement opportunities with the PCT, voluntary services, Education, Capita and other local authorities
- Build a stronger working relationship between HITS and the BTP
- Seek to exploit the opportunity to give partners access to the council's SAP environment which is allowed under the agreed arrangements

Programme Management

A structured approach for Programme and project management will be adopted for all IT projects across the Council

6.13 Projects that sit within the business transformation framework are subject to structured programme management and have dedicated project managers. The same rigour needs to be applied to projects funded through the central IT capital programme and any departmental activity. All projects will have an Equalities Impact Assessment.

Key Actions:

- Further develop programme management to ensure robust project approval, projects can be accurately tracked against time, budget and benefits realisation and adopt PRINCE II best practice – measured against key performance indicators
- Deliver the agreed projects in the IT capital programme within time and budget with the full realisation of benefits
- Review whether IT programme management would benefit from integration or closer working arrangements with other similar functions within the council

IT Learning Culture

An IT learning culture will be implemented to give staff and members the opportunity to develop core competencies in IT

6.14 Information Technology is key to the delivery of services and the efficient running of the Council. A workforce with good IT skills is, therefore, essential to the delivery of service improvement and the smooth running of the Council.

Key Actions:

- Develop an IT training strategy, jointly with HR, for staff across the council
- Assess the IT competency level of staff across the Council
- Identify cost-effective training methods for high volumes of staff including computer-based learning, possible collaborative working with local colleges and adoption of cascade training through the use of super-users
- Explore opportunities for the transfer of skills through the strategic partnership
- Develop an IT training strategy specifically for IT staff for inclusion in the Finance Directorate Workforce Strategy

7. FUNDING

To deliver the IT strategy within the designated BTP/IT revenue and capital budgets

- 7.1 The proposals in this paper will be implemented within the existing revenue and capital budgets for BTP/IT. Savings will accrue in 2009/10 through devolving applications support to departments. Savings will be achieved in subsequent years through the reorganisation of the IT operations function either through outsourcing or internal restructuring.

8. PERFORMANCE MEASUREMENT

- 8.1 Many of the actions are projects in their own right and will have their own performance measures. The key performance measures for this strategy are:
- Achievement of 'excellent' for the ICT e-Service delivery Standards by mid-2010
 - Benchmarking against other public and private sector organisations showing continuous improvement with IT services in the upper performance quartile by mid-2010
 - Customer satisfaction continuously improving to reach >5.5 (out of 7) by mid-2010
 - The implementation plan achieves agreed benefits and savings within the budget and timescales set
 - Recognition by CSB and Members that the IT function has made a significant contribution towards the council's improvement agenda by 2011

9. RISK

- 9.1 A risk register has been developed. Three key headline risks are identified below:

| Risk | Mitigation |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• A lack of senior management support• A lack of resources to deliver all projects• Expected improvements in the quality and efficiency of IT services are not achieved | <ul style="list-style-type: none">• Regular involvement of Members & CSB• Develop a clear business case for all projects• Strong programme management & alignment of implementation with the budget setting process |

9.2 Each individual project within the implementation plan will have its own risk register.

10. IMPLEMENTATION PLAN AND RESPONSIBILITIES

10.1 An Implementation Plan for the actions outlined against the principles is attached. Detailed project plans will be developed for individual projects.

IT STRATEGY IMPLEMENTATION PLAN

| Strategic Principle | Project/Activity | Performance Measure | Timescale | Funding | Responsibility |
|--------------------------|---------------------------------------------------------------------|--------------------------------------------|--------------|-------------------|----------------|
| IT Strategy | Agree IT Strategy | Agreed by CSB /Cabinet | November 08 | N/A | CSB/Cabinet |
| Leadership & Governance | Implement BTP/IT Governance Board | Board in place | December 08 | N/A | CSB |
| | Chief Technology Officer to be Head of Profession | Position confirmed | December 08 | N/A | CSB |
| Professional IT Services | Rebrand central IT function as Technology Services | New service launched | March 09 | Existing revenue | HTS |
| | Devolve applications support to departments | Structure in place | March 09 | Existing revenue | HTS |
| | Explore business case for outsourcing IT Operations | Business case complete | February 09 | Existing revenue | HTS |
| | Establish corporate client team | Team in place | March 09 | Existing revenue | HTS |
| | Small reorganisation of IT Operations | Reorganisation complete | March 09 | Existing revenue | HTS |
| Applications Strategy | Timetable agreed separately for BTP programme | | | | |
| Technical Architecture | Develop a technical strategy | Strategy Agreed | March 09 | BTP contract | HTS |
| | Improve the resiliency & reliability of the IT infrastructure | Monthly KPIs | Ongoing | Capital budget | PM |
| | Deliver a Disaster Recovery Strategy | Strategy agreed by CSB | October 08 | Capital budget | PM |
| | Security audit & implementation plan completed to achieve ISO 27001 | Plan completed | July 09 | Existing revenue | HTS |
| | Implement a resilient infrastructure for mobile working | Monthly KPIs Customer Feedback | March 09 | Capital budget | PM |
| | Implement improved collaboration tools | Tools in place | June 09 | Capital budget | PM |
| | Consolidate the server environment | Reduced energy costs | Ongoing | Capital budget | PM |
| Information Management | Identify a corporate lead | Lead in place | December 08 | New budget agreed | CSB |
| | Establish governance arrangements for IM | tbd | tbd | | CLIM |
| | Develop an information management strategy | tbd | tbd | | CLIM |
| Partnership Programme | Create formal working links with PCT IM&T team | Minuted Meetings | March 09 | N/A | HTS |
| | Active participation in WLA activity | Regular meeting attendance | Ongoing | Existing revenue | HTS |
| | Explore shared procurement opportunities | Contracts in place | Ongoing | Existing revenue | HTS |
| | Partner access to SAP | tbd | tbd | tbd | BTP |
| Programme Management | Full programme management to be put in place | Projects deliver benefits to time & budget | December 08 | Capital budget | PM |
| | Deliver the programme of projects | Projects deliver benefits to time & budget | Ongoing | Capital budget | PM |
| | Review programme management across the council | tbd | tbd | Existing revenue | tbd |
| IT Learning Culture | Develop an IT Training Strategy | Agreed Strategy in place | September 09 | Existing revenue | Gov Board |
| | Explore the transfer of skills through the BTP | Methods in place | Ongoing | N/A | BTP |

HTS (Head of Technology Services) PM (IT Programme Manager) CLIM (Corporate Lead Information Management)