

AGENDA MANAGEMENT SHEET

Name of Committee Resources Performance & Development Overview & Scrutiny Committee

Date of Committee 24th April 2007

Report Title ICT Strategy 2007 - 2012

Summary This report proposes a new ICT Strategy for the Authority.

For further information please contact: Tonino Ciuffini
Head of ICT
Tel: 01926 412879
toninociuffini@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers None

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllrs Booth, Atkinson, Hicks - for comment
- Cabinet Member Cllr Cockburn, Portfolio Holder - for information
- Chief Executive
- Legal Sarah Duxbury
- Finance David Clarke, Strategic Director of Resources - reporting officer
- Other Chief Officers
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION NO

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet The ICT Strategy, including any comments from this Committee, will be approved by Cabinet at its meeting on 10th May 2007.
- To an O & S Committee
- To an Area Committee
- Further Consultation

Executive Summary

The development of a new ICT Strategy for the Authority has been a priority activity for ICT in 2006 / 07. It has been developed over the period September 2006 to January 2007.

Details of the ICT Strategy Development Process were reported to the Resources, Performance & Development Overview & Scrutiny Committee on 27th February 2007 and are available in the paper presented to that meeting.

This report includes the new draft ICT Strategy as Appendix A, and outlines the Highlights of the Strategy document. SDMT approved this version of the ICT Strategy 2007 – 2012 at their meeting on 7th March 2007.

Members are asked to :-

- Comment on the new ICT Strategy Document supplied as Appendix A.
- Support the implementation of the new ICT Strategy.

Subject to comments the ICT Strategy will be forwarded to Cabinet on the 10th May for approval.

Agenda No

Resources Performance & Development Overview & Scrutiny Committee - 24th April 2007.

ICT Strategy 2007 - 2012

Report of the Strategic Director, Resources

Recommendation

Members are asked to:

- Comment on the new ICT Strategy document supplied at **Appendix A**.
- Support the implementation of the new ICT Strategy.

1. Introduction

- 1.1 The development of a new ICT Strategy for the Authority has been a priority activity for ICT in 2006/07. It is reported as a key action in this year's Corporate Business Plan, Resources Directorate Business Plan and the New Ways of Working programme.
- 1.2 The ICT Strategy has been produced in response to the Strategic Review of ICT carried out in 2005/06 by Deloitte which concluded that:-
 - Operational ICT in Warwickshire County Council was good and generally positively perceived.
 - Strategic use of ICT was weak and needed to increase business alignment.
- 1.3 SDMT approved this version of the ICT Strategy 2007 – 2012 at their meeting on 7th March 2007.

2. ICT Strategy Development Process

- 2.1 Details of the ICT Strategy Development Process were reported to the Resources, Performance & Development Overview & Scrutiny Committee on 27th February 2007 and are available in the paper presented to that meeting.

3. Highlights of the ICT Strategy

- 3.1 The full ICT Strategy is attached as **Appendix A** it has been produced for a target audience of staff, Members, partners and Warwickshire citizens. The highlights of the proposed new ICT Strategy are:-
- More strategic leadership in the ICT arena.
 - Closer alignment to and liaison with the business; this will be achieved by:-
 - the introduction of a joint ICT planning process with Directorates
 - a new role and relationship for Directorate ICT Steering Groups
 - the introduction of new business liaison roles within the ICT organisation
 - The production of a formal ICT Development Plan by the Head of ICT that will explicitly support the Corporate Business Plan, the New Ways of Working programme and other priorities. This plan will be formally presented to SDMT for approval each year.
 - Increased support for the organisations partnership and LAA activities by pursuing joint ICT Strategies and projects with key partners.
 - Maintenance of our primarily internal delivery model, with the continued improvement of our service support and delivery by the adoption of standards and best practices and the use of benchmarking.
 - The development of a clear statement of roles and responsibilities for key ICT groups in the organisation with the Head of ICT operating as Head of Profession, and ICT staff operating as a single community.
 - The removal of internal market trading for ICT Services wherever possible.
 - Priority areas for the early years of the ICT strategy will include:
 - the introduction of more flexible and mobile working facilities, and addressing any inequalities of access to ICT facilities across the organisation.
 - The development of a roadmap for delivering our key business applications and information with a view to accessing information 'anywhere, at anytime, and from any device'. This will include the rationalisation of the organisations application portfolio to both reduce duplication and enable better sharing of information.

- The development of ICT skills for all staff in the organisation and the adoption of the SFIA (Skills for the Information Age) skills framework for ICT staff.
- Faster adoption of new technology within the Authority through the strengthening of our research and development capability.

4. Recommendations

4.1 That Members:-

- i) Comment on the new ICT Strategy Document supplied as **Appendix A**.
- ii) Support the implementation of the new ICT Strategy.

4.2 This report will be forwarded to Cabinet on 10th May 2007 for approval.

DAVID CLARKE
Strategic Director, Resources

Shire Hall
Warwick

16 April 2007

Agenda No

Resources, Performance & Development Overview & Scrutiny Committee

24th April 2007

ICT Strategy 2007- 2012

Report of the Strategic Director, Resources

Recommendation

Members are asked to :-

- Comment on and approve the new ICT Strategy Document supplied as Appendix A.
- Support the implementation of the new ICT Strategy.

If approved it will be forwarded to Cabinet for comments and approval.

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4. Recommendations

That Members:-

- i) Comment on and approve the new ICT Strategy Document supplied as Appendix A.
- ii) Support the implementation of the new ICT Strategy.

If approved it will be forwarded to Cabinet for final approval.

Tonino Ciuffini
Head of ICT
Resources

Appendix A

ICT Strategy Report 2007 - 2012.

ICT Strategy 2007 -

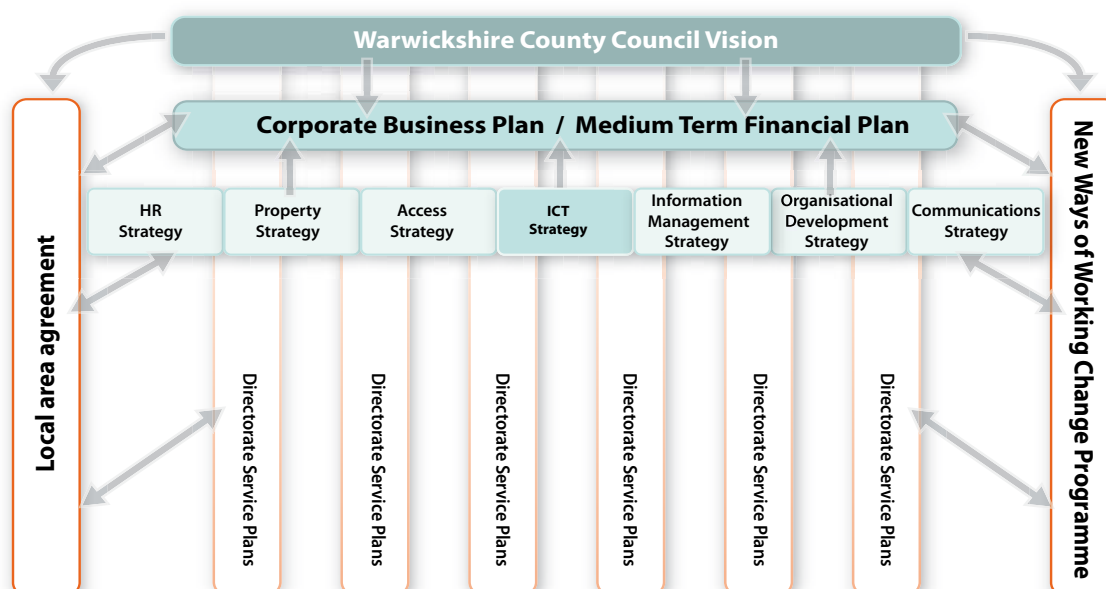


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Positioning the ICT Strategy

The ICT Strategy is just one part of our overall framework of Strategies and Plans. The diagram below outlines the important relationship between the ICT Strategy and the other key elements of our planning framework. It is vital that all our strategies and plans are complementary, and managed together to ensure we deliver the Authority's overall Vision and Objectives. Developing this business alignment is a key objective for this ICT Strategy.



Introductions to the ICT Strategy 2007

I am delighted to present this new ICT Strategy that we have developed to maximise our use of, and return on our investment in ICT. As Elected Members, we recognise that ICT is one of the key enablers to developing, and indeed transforming the services that we offer to our customers.

However, in seeking to take advantage of the new approaches that ICT can offer, we must ensure that we do not use technology for technology's sake. We must make sure that our ICT plans are developed to support our wider Corporate Business Plans and deliver against key agendas such as Every Child Matters, Supporting Older People and Community Safety. This new strategy has been produced with all these elements in mind, and I am confident that the implementation of this strategy will be an important element of our work to deliver excellent, value for money services to the citizens of Warwickshire.

Cllr Cockburn,
Cabinet Portfolio
Holder for ICT



Appendix A

One of my first objectives when I took over the responsibility for ICT in April 2006 was to develop an engaging vision and plan for the contribution that the ICT service can make to the day-to-day operation of, and development of Warwickshire County Council. I deliberately challenged my ICT staff to develop a longer term vision for ICT than our previous strategies, so that we could think beyond the 'barriers' of our existing arrangements and investment. In developing this document we have:-

- Outlined a vision of how we want ICT to operate and contribute to the Authority in 2015,
- Supported this with case studies to explain what a successful implementation of this vision will mean for our customers, staff and public alike,
- Returned to today to identify the actions that we will take now, and over the next five years to make our vision a reality.

With the ever changing world of technology, ICT is possibly one of the most difficult areas of business in which to develop such a long-term vision and plan. However I am confident that the vision and proposals outlined in this document will help ensure that Warwickshire both continues to make best use of the resources available to us, and develop as an excellent authority.

David Clarke,
Director of
Resources



In publishing our new ICT Strategy for Warwickshire County Council, I would like to thank everybody who has contributed to its production. In particular I would like to thank the staff from the Service Directorates and our partners who have outlined their future business requirements, and the changes that they wanted to see in the ICT that we deliver to them.

We have taken their comments on board in producing this Strategy, and welcome the opportunity that it offers, and the responsibility it places on us, to ensure that ICT contributes more strategically to the business of Warwickshire County Council. The wider Public Sector Modernisation Agenda, the Transformational Government Initiative and our own 'New Ways of Working' Programme will require us to step up and deliver the transformational facilities that ICT can offer. I am confident that all ICT Staff in Warwickshire are ready to take up this challenge.

If you are reading this strategy as a colleague or partner, we look forward to working with you to implement the proposals contained within it to make the vision a reality. If you are reading this as a citizen or customer, we look forward to working for you, and implementing innovative ICT facilities to deliver the services that you require, and deserve in the twenty first century.

Tonino Ciuffini,
Head of ICT

Toninociuffini@
warwickshire.gov.uk



Joint ICT/Business Vision

Our vision is that in 2015, ICT in Warwickshire County Council is at the forefront of the Authority's approach to delivering, improving and transforming services. As part of the introduction of '**New Ways of Working**', ICT will implement flexible solutions that can respond quickly to the changing requirements of the Authority and our customers. ICT will contribute to the Authority's aim of delivering excellent customer service by:-

- Providing staff and citizens with access to reliable ICT services that fully exploit the benefits of the latest technologies
- Providing them with simple, instant access to the information that they require from 'anywhere, at anytime, and from any device'
- Ensuring all staff have the appropriate skills, knowledge and support to allow them to take full advantage of their ICT facilities and systems
- Enabling services to work more effectively with their partners through the use of shared systems, common standards, and secure environments to facilitate sharing while protecting critical information
- Staying at the forefront of technology, through on-going research and development, and encouraging the use of emerging technologies by staff and citizens alike.

This will allow Warwickshire County Council to:-

- Enable customers and businesses to come to us for information and services, in new ways, and at times and places that suit them
- Create new opportunities for public participation in the democratic process and strengthen community leadership
- Further enhance the quality of and consistency of our services, whether they are delivered through new approaches or traditional methods such as the telephone
- Provide customers, staff and partners with a single point of access to the most up-to-date information on which to base their service decisions
- Provide staff with the facilities to allow them to deliver faster, higher-quality services to their customers
- Enable customers and staff to be more self-sufficient in their use of ICT, and offer more self-service options as a means of both reducing the timescales and costs associated with services
- Operate a more mobile and flexible workforce – which can work across services, locations and with varying work patterns to suit both customers and staff alike
- Deliver more joint, multi-agency services with a range of partner organisations that will enable services to be designed to more closely reflect the need of the customer
- Make more innovative, flexible use of our property, including reductions in our office space, and the avoidance of unnecessary travel in line with more sustainable development.

So that citizens and staff believe that ICT is

*Working for
Warwickshire*

2015 TECHNOLOGY IS EVERYWHERE – A DAY IN THE LIFE

The benefits of information technology are for everyone whatever their role. Here are some 2015 stories from a day in the life of Warwickshire giving a flavour of how accessible and effective ICT will improve service delivery and the lives of Warwickshire citizens and employees.

Tom

Ensures a smooth return to normal after emergency incident

Location:
Warwick



The video phone next to Tom's bed rings. He groans and turns away before reaching and opting for the audio option to answer. He snaps awake as he recognises the voice of one of the county's senior emergency service officers – it isn't often you get them phoning through direct. "Tom, it's a bad one. There's been an accident at the bottom end of Leamington, triggered off flooding, dangerous electrics and significant damage to about 20 properties – houses and businesses. Think we've got some structural damage to the highway as well. Amazingly no one's hurt so that's good news." Tom was upright now, logging on to his PC.

3:18 am



3:18 am

"Have you got any video and pictures?" Tom asks and switches on the video link and sees a blurry image of flashing lights behind the officer. "Yes, got some stuff that we hope will be useful for initial assessment and the engineers – we'll zap it down the line to you – you should get it in about 15 minutes. Have you got GPS on me?" Tom nods, he has located the incident on the map based on the officer's device. He now turns to the task at hand. His role on behalf of local agencies in Warwickshire is to deal with 'return to normal' after

an emergency incident – so it is close working with emergency services at the start and then working with all the organisations involved in an area to ensure a good quality, consistent recovery.

3:45 am

Tom logs in to the Warwickshire portal and the incident log. He sees some information gathered there already from the police and fire services. The health service entry reassuringly says no significant injuries. He scans the entries to understand the scale of problem. The video file is being uploaded – it will take a few minutes. Meanwhile he has typed in the coordinates of the incident and is pulling back a list of businesses and service providers in the area that will be affected. It is time for those first phone calls – duty highway officer, county press office, key contacts in the local authorities – and he desperately needs a cup of coffee.

4:30 am

It is clear that part of Leamington will be out of action for a good part of the day. Tom listens in on the phone conference while decisions are taken about the actions required, while he prepares the list of key businesses and services to receive early alerts based on the geographical spread of the incident.



4:05 am

5:30 am

The statement is ready. Tom ensures that it is headlined to the Warwickshire contact centre and the web site in readiness for the requests from the public. Texts and emails are automatically triggered to the key businesses and services he has identified.

6:01 am

Warwickshire is waking up. Tom quickly rushes to make that cup of coffee before the next round of calls hit him.

Mandi

Waiting for news about the daughter she wants to adopt

Location:
Bedworth



10:30 am

Mandi had also woken early. She has been preparing for the meeting with the social workers at 11. Today is the crucial day when they'll discover if the girl they hope to adopt, Chelsea, will be freed for adoption. This is the second time that Mandi and her husband have adopted, having a seven-year old boy who came in to their family about four years ago. She thinks about the difference to herself as she downloads the key files for the up and coming meeting. The process has seemed so much better.

Two years after their son had arrived, Mandi had been invited by the county's post-adoption unit to sign up to a package of services that allowed her to communicate with other parents, social workers and a voluntary post-adoption support group in a secure zone on the Warwickshire web site. This was invaluable as she had felt on her own – now she knew that what she wrote was in a safe environment and she was able to tap in to the knowledge and skills of both parents and professionals. So much so that some months back she and her husband felt confident enough to apply for adoption again.

11:00 am

Once they had been approved and matched with a small girl the difference for them was marked. All the forms were handled and stored online so that communication was vastly improved. Only she and the social workers could see the key forms, mark the key dates in the process and share information. The turnaround in 'paperwork' was fast. Within the last month, the foster carers started to keep an online diary that helped Mandi in preparing for the arrival of her daughter. They also posted photos, and on one occasion a video, to the diary. The diary had also helped her to recognise some of Chelsea's behaviour problems that she knows she will have to deal with, and she has been able to discuss attachment issues with the social worker in advance of the adoption. How she would have valued that the first time.

Appendix A

The meeting with social workers is at a local neighbourhood centre, 5 minutes from Mandi's house, where the council has a number of well-equipped meeting rooms. This morning, Chelsea's social worker is video conferencing in from Leicester as she would have struggled to have made the meeting without the facility. Mandi had difficulties with talking to a video screen at first but now she is used to it and sometimes it has brought some humour to meetings that at times could be a little tense. The foster carer has travelled across and is already there – they greet each other warmly – although they have only met once, a month ago for half an hour, they really felt that they knew each other through the diary over the last month.

11:15 am

Mandi's social worker arrives and connects her tablet PC to the wireless network so that she can access and update the case file. They quickly work through the first set of material and then wait for the video contact from Leicester with the news.

Mandi feels tense – there shouldn't be an issue with the court order, but you're never 100% sure. The video connection rings and as they answer the image of Chelsea's social worker appears on the screen. She looks a little cross and Mandi's heart sinks – then she realises that she is struggling again to get the volume right on the video unit, and once she's sorted that out her head rises with a big grin.

"You're fine – the court has freed Chelsea for adoption!" Mandi screams and hugs the foster carer. In a blur, the conversation moves on to the date for the first meeting with Chelsea – next Monday – and there is so much to sort out in between. Most of the detail has already been discussed in anticipation so agreement is quickly reached, along with the key checkpoint meetings. As Chelsea's social worker signs off from the meeting, she laughed again about the video conferencing challenge but it has saved her several hours in travelling and disruption.

As they are signing off from the case file, Mandi notices that the record has already been updated with the meeting's key event...it feels real. As they part, the foster carer agrees to keep the online diary up-to-date for the next few days and Mandi is going to post some more photos of Chelsea's new family to help in preparing her for that first meeting on Monday.

12:00

Mandi stands outside the neighbourhood centre and phones her husband. Time to share the good news.

Appendix A

Roy

Councillor meeting
some parents
to discuss their
concerns

Location:

Leamington

**5:30 pm**

Councillor Roy Curbishley picks up his iPhone as he leaves home – it may be useful later. It has been a long day. The accident in Leamington was in his ward so the phone hasn't stopped ringing. He has used the Warwickshire portal to keep track of events. He feels satisfied with how the local agencies have responded – it has gone well – there were some lessons to be learned, but then there always were.

He has an informal meeting at 6 with a few parents from the local school who were concerned about some of the extension proposals that are being put forward. Their concerns have come to his attention through the consultation process on the Warwickshire web site. He had been keeping a close eye on it as the school was in his ward, and had joined in the forums to understand the concerns. Following some correspondence, they had decided to meet up.

6:00 pm

They meet up at the school, which acts as a community centre in the evenings. It is busy and they find a corner of the coffee bar where they can share access to an internet PC. The conversation naturally moves on to the dramatic events of the early morning. One of the parents is a local businessman whose premises had received some damage but he comments favourably on the response of the local agencies.

7:30 pm

The meeting has been very productive, Roy now better understands their concerns, and one of the parents has sketched out some alternatives on a file which he downloads on to his mobile. He attaches that to a brief e-mail on his phone to the planning officer and schedules in a meeting in the officer's online diary in the next day or so. As they are about to leave, one of the parents asks when the road at the bottom of Leamington would be open again, and while he has the phone, Roy logs on to the portal for the latest incident update. He smiles and announces that the road should be open by 6 tomorrow morning. The highways teams had been working through the day to get things back to normal.



7:35 PM

For Warwickshire staff more information on these stories and the technology mentioned in them can be found in the ICT area of the WCC intranet

<https://intranet.warwickshire.gov.uk/ICT>

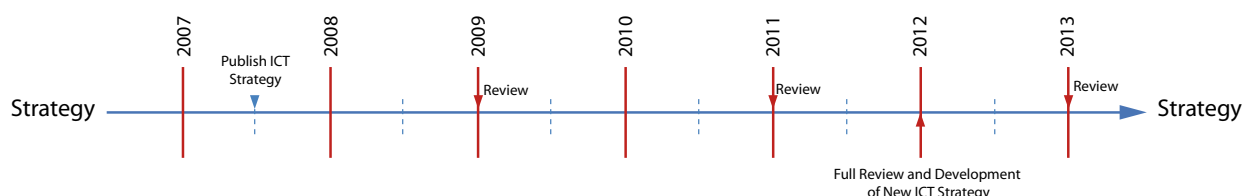
Delivering the Vision

Delivery of the ICT Strategy Vision for 2015 will over the next five years require significant work across a range of workstreams:

Strategic Leadership

ICT will provide more strategic technology leadership for the organisation

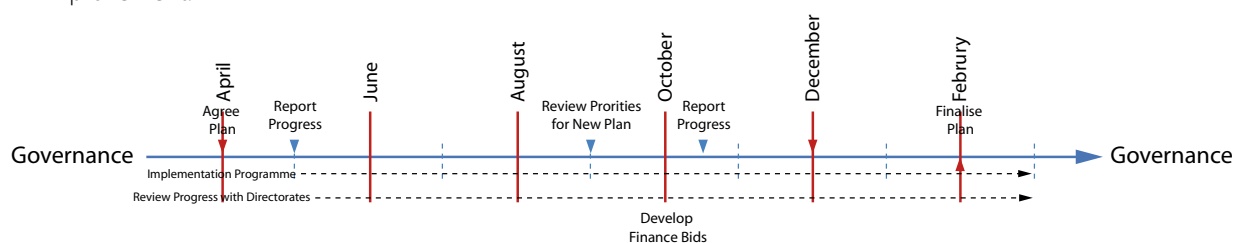
- by providing and continuing to develop a clear ICT Strategy that reflects the Council's objectives and complements all other supporting strategies.
- by continuing to develop the approach adopted for New Ways of Working to be more innovative, ambitious and supportive to the organisation.
- by initially focussing on delivery of flexible and mobile working; and addressing inequalities of access to ICT facilities in the organisation.
- by positively marketing the opportunities and benefits offered by our investment in ICT, in order to increase the use of these facilities and maximise the return on our investment.



Governance

ICT will ensure closer alignment of ICT investment to the organisation's business objectives and priorities

- through the production of a formal ICT Development plan by the Head of ICT that supports the WCC Vision, the Corporate Business Plan and the New Ways of Working Change Programme.
- by presenting the plan for approval of SDMT on an annual basis, and by reporting progress every six months to both SDMT and Resources O&S Committee.
- by ensuring that the plan is developed with input from Directorate representatives and is presented alongside jointly developed annual ICT Development plans for each Directorate including Schools ICT.
- through developing formal business liaison roles and processes with directorates to both support service alignment of the ICT development plans and ensure ongoing best use of ICT skills and resources.
- by developing the role of the Directorates ICT Steering Groups, to contribute to directing and supporting the wider corporate ICT activities, as well as the Directorate related investment.
- by creating a cross Directorate group to agree, manage and monitor compliance with ICT Principles, Policies and Standards. The group will consist of Heads of Service and key Directorate ICT staff to ensure business alignment of these important areas.
- by ensuring that the management of the ICT development programme will involve the more formal use of business cases with clearer benefits realisation and risk management plans.
- through playing an active and leading role in the development, funding and implementation of key corporate system strategies.
- by introducing ICT facilities to improve services as part of any formal corporate business process improvement.



ICT delivery

ICT will be delivered in the most effective way for the organisation

- by maintaining a primarily internal delivery model; and continuing to utilise and explore using private sector partners where advantageous to the Council.
- by removing as far as possible the internal market trading for ICT services.
- by supporting local service delivery where appropriate and enhancing the relationships with central ICT.
- by continuing to improve service support and delivery
 - through the adoption of standards and best practices such as ITIL (the IT Infrastructure Library) and the Government ICT profession.
 - through the use of benchmarking and performance measures that focus on both the traditional ICT measurements and the development of business related measures.

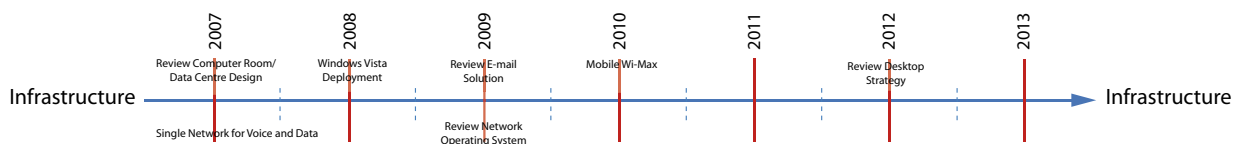
ICT will develop more consistent ICT delivery across the organisation

- by ensuring that ICT and directorate ICT managers have responsibility for developing joint corporate/directorate ICT development plans.
- by developing a clear statement of roles and responsibilities for key ICT groups in the organisation with the Head of ICT operating as Head of Profession.
- by encouraging more internal sharing of applications and skills.
- by continuing to develop closer links between the corporate ICT Strategy and Schools strategy.

Mobile and Flexible Working: ICT infrastructure

ICT will manage and develop the ICT infrastructure

- by the Head of ICT taking responsibility for infrastructure investment, budgets and aligning decisions to the organisation's needs.
- by developing the existing unit-based approach to fund infrastructure and support.
- by developing and maintaining a clear set of ICT Standards which will both ensure a more strategic approach to overall ICT investment, and define a framework within which Directorates have the freedom to operate.
- by continuing to increase the reliability of the ICT infrastructure through designing in resilience and replacing points of failure.
- by developing business continuity and disaster recovery facilities as part of the wider corporate initiative.
- by developing identity and access management facilities that provide Warwickshire residents and staff with a secure environment for working and collaboration.



Mobile and Flexible Working: Applications and Information

ICT will lead in developing and delivering the applications environment to meet the organisation's objectives:

- by developing a roadmap for delivering our key business applications and information through a common portal/interface.

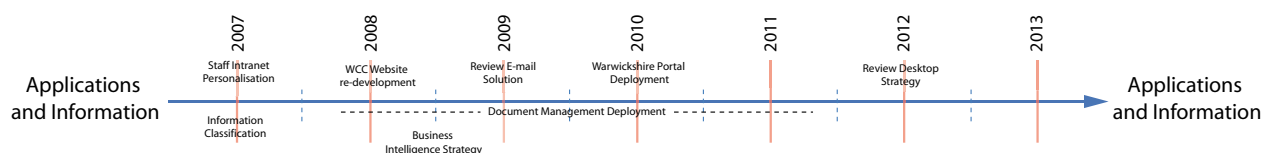
Appendix A

- by continuing to develop the 'intranet' project towards these objectives
- by working with directorates to develop a standard model for management and business reporting.
- by identifying service and technical owners for all applications with clear roles and responsibilities to ensure consistent management of applications.
- by rationalising the organisation's applications portfolio to reduce duplication and enable better sharing of information.
- by working closely with the organisation to ensure ICT service and delivery is aligned with core applications (e.g. HR, Finance, Social Care, Highways).
- by supporting a review of the information management strategy in the organisation, and the implementation of any actions from it.

Research and Development

ICT will facilitate the faster and improved adoption of new technology and facilities

- by strengthening our Research and Development capability.
- by proactively reviewing new technology and exploring best returns on existing ICT investment.



ICT Skills

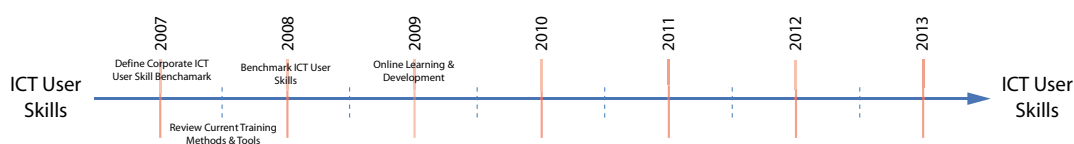
ICT will seek to improve ICT skills in the organisation

- by developing a standard ICT skills set and competency for ICT users with directorates.
- by exploring the Government IT Profession initiative to increase the Professionalism of ICT Staff in the Public Sector, and encouraging all staff to sign up to the initiative.
- by continuing to roll-out the use of the SFIA (Skills for the Information Age) skills framework for ICT staff (subject to successful pilot use of the framework will extend to all staff in ICT, and possibly the ICT community).

Partnership

ICT will support the organisation's partnership and LAA activities

- by pursuing joint ICT strategies and projects with key public sector and private partner organisations.
- by exploring the development of a formal shared services strategy for ICT as part of the wider Local Government review and Transformational Government agendas.
- by continuing to explore application sharing with partners both for existing applications and new procurements.



If this information is difficult to understand we can provide it in another format.

Please contact us at: ICTStrategy@warwickshire.gov.uk

ICT
Resources
Warwickshire County Council

www.warwickshire.gov.uk