



DERBY CITY COUNCIL

COUNCIL CABINET
31 JULY 2007

Cabinet Member for Community Safety and
E-Government

ITEM 12

ICT STRATEGY STATEMENT

SUMMARY

- 1.1 The Council's IT Strategy Group has been closely involved in the development of the ICT Strategy Statement. This statement will provide the framework for the development of our more detailed ICT Strategy document and IT development plan. The group will use the statement to pull together departmental ICT strategies and co-ordinate, and where appropriate, prioritise, IT across the Departments and Central IT, within an overall project development plan. It will also form a key component of the IT FM contract re tender.
- 1.2 The statement positions IT within the context of the Corporate Plan and its six key priority areas and sets out five high level principles that will guide the development and delivery of IT across the Council:
 - Value
 - Service
 - Delivery
 - Architecture
 - Governance.
- 1.3 Subject to any issues raised at the meeting, I support the following recommendation.

RECOMMENDATION

2. To approve the ICT Strategy Statement.

REASON FOR RECOMMENDATIONS

3. Information is a corporate asset that requires careful management to achieve our priorities. The ability of any organisation to use its wealth of knowledge is defined by its capability to access and share information flexibly and securely, irrespective of format, location or delivery mechanism in support of those priorities. A clearly defined ICT strategy is key in the shaping and delivery of the Council's future ICT needs.



ICT STRATEGY STATEMENT

SUPPORTING INFORMATION

- 1.1 Since the completion of the e-Derby programme, which was originally defined in the e-Derby strategy, the Council has not had an over arching ICT Strategy in which to define and plan for the provision of ICT in the future.
- 1.2 The Council, through the IT Strategy Group and Derby's IT management team, have been working with PA Consulting to develop an over arching ICT Strategy Statement.
- 1.3 Our vision for the Council's ICT is as follows:

“Derby City Council's Information and Communications Technology (ICT) is a critical element in the Council's ability to deliver its priorities and services for the community and citizens of Derby. It will deliver information where it is needed to support service delivery in ways that are timely, cost effective and accessible. It will also enable sustainable change, maximising the benefits of working collaboratively with partners, in ways that deliver benefits for Derby, and remain flexible and responsive at all times.”
- 1.4 The Strategy Statement for ICT within Derby City Council therefore positions ICT within the context of the need to continually improve existing services, the Corporate Plan, and its six priorities for improvement. In addition, against the back drop of the Council's ICT today, it also sets out the principles within which our vision will be achieved, and the way in which the Council's ICT Strategy Group will work to move us forward.
- 1.5 The purpose of the strategy statement is therefore to provide the framework for the development of our more detailed ICT Strategy document and IT development plan, and to guide those in the Council charged with that task.
- 1.6 The Strategy Statement is attached in Appendix 2.

OTHER OPTIONS CONSIDERED

2. Developing an ICT strategy without the guidance and framework of the strategy statement was an option considered by the ICT Strategy Board. However, it was felt that initial work, defining a framework and key principles for the development of individual departmental strategies, which could then be pulled together for an overarching Council ICT Strategy was the most effective way of moving the Council forward within this area.

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Background papers: None

List of appendices: Appendix 1 – Implications
Appendix 2 – ICT Strategy Statement

IMPLICATIONS

Financial

1. None arising directly from this report.

Legal

2. The Council's IT Facilities Management contract in which the majority of our IT services are delivered is key to the implementation of the ICT strategy and its various components. The contract is due to terminate in October 2008 and the re-tendering process will be carried out in accordance with EU procurement requirements.

Personnel

3. None arising directly from this report.

Equalities impact

4. Equalities issues will need to be included as part of the detailed ICT strategy.

Corporate priorities

5. The strategy will support the Council's priorities. In particular:
 - Creating a 21st Century city centre
 - Supporting everyone in learning and achieving
 - Giving you excellent services and value for money.

DERBY CITY COUNCIL

ICT Strategy Statement

22 June 2007

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EXECUTIVE SUMMARY

Derby is a four star Council. Its ambition for the future is to remain at the forefront of performance and innovative service development, and to continually strive for excellence in all that it does.

Our vision for Derby City Council's ICT is that:

"Derby City Council's Information and Communications Technology (ICT) is a critical element in the Council's ability to deliver its priorities and services for the community and citizens of Derby. It will deliver information where it is needed to support service delivery in ways that are timely, cost effective and accessible. It will also enable sustainable change, maximising the benefits of working collaboratively with partners, in ways that deliver benefits for Derby, and remain flexible and responsive at all times."

Information is a corporate asset that requires careful management to achieve our priorities. The ability of any organisation to use its wealth of knowledge is defined by its capability to access and share information flexibly and securely, irrespective of format, location or delivery mechanism in support of those priorities. This Strategy Statement for ICT within Derby City Council therefore positions ICT within the context of the need to continually improve existing services, and the Corporate Plan and its six priorities for improvement. Against the back drop of the Council's ICT today, it sets out the principles within which our vision will be achieved and the way in which the Council's ICT Strategy Group will work to move us forward.

This Strategy Statement acknowledges the distinction between the immediate context of the City Council and its role in providing services directly to the citizens of Derby, and the wider role it plays with other organisations, at City and regional levels, in delivering services jointly.

The purpose of this statement is therefore to provide the framework for the development of our more detailed ICT Strategy document and IT development plan, and to guide those in the Council charged with that task. It has been produced with the ICT Strategy Group and Derby's IT Management team in order to get the ICT Strategy formulation process started.

Everything ICT does must support the Council's priorities for improvement. The context within which these priorities sit is complex. ICT Strategy will need to balance both change activities, ongoing service delivery and service excellence against capacity and funding constraints. Major themes from the perspective of the Council's Departments that ICT will need to underpin include:

- Joining up information to better serve citizens.
- Using ICT as an enabler in playing a leading role in learning.
- Providing the officers, Councillors and partners with the tools they need to effectively deliver service.
- Helping Derby at the level of its neighbourhoods and localities.
- Supporting the democratic processes in Derby.

- Co-delivering services with others.
- Supporting the social inclusion agenda.

At the same time ICT is core to Building on Excellence, and a number of cross-cutting initiatives such as Transformational Government in the wake of the Varney report.

Central to the Council's ICT provision today is the existing FM contract with Capita. As the Council retenders that contract, there will need to be a focus on making sure that any future arrangements meet the Council's transformation needs now and in the future. This will require a focus on addressing the challenges today's provision presents through a set of high level principles based around:

- **Value** – Derby City Council's ICT will be judged by the value of its contribution to the Council's priorities for the community and citizens of Derby, and by the delivery of reliable services on a day to day basis.
- **Service** delivered to Derby's business users and to the wider community will be consistent with the Council's overall customer service standards.
- **Delivery** of ICT solutions will meet the identified needs, on or ahead of time and budget.
- **Architecture**. There will be a single, transparent architectural blue print owned by the ICT Strategy Group.
- **Governance**. The ICT Strategy Group will own the Council's ICT Strategy and ICT related decision making processes across the Council; it will represent the Council with respect to ICT strategy at the City or Regional levels.

The ICT Strategy Group will be representative of the Council's business as a whole and will undertake the key leadership role in the shaping and delivery of the Council's future ICT needs within these principles. It will own and develop the vision and strategy for the Council's ICT for the next decade and beyond, and be accountable for policies, standards and assurance activities to underpin its achievement. In doing this, it will also play a key role in supporting the education and training of users of Derby's ICT to enable service benefits to be realised and sustained.

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1. THE BUSINESS CONTEXT FOR DERBY CITY COUNCIL'S ICT

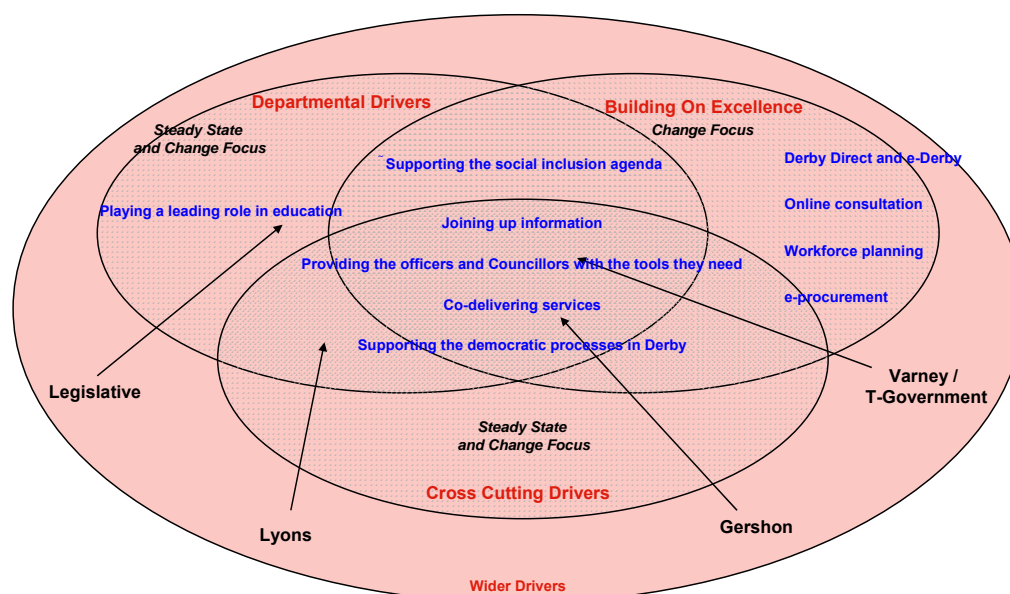
"Customer Service is number 1,2 and 3 in our list of priorities"

Derby is a four star Council. The key to that, and the key to the Council's future success will be to focus on excellence and continuous improvement. ICT will be a critical key enabler for that, but it needs to serve the wider context of the Council's role which is complex and changing.

The Council's priorities for improvement are the starting point for any ICT strategy. Anything the ICT does should support these.

- Making us proud of our Neighbourhoods.
- Creating a 21st Century City Centre.
- Leading Derby towards a better environment
- Supporting everyone in learning and achieving
- Helping us all to be healthy, active and independent
- Giving you excellent services and value for money

But the wider context is more complex as illustrated below:



- **The Council's Departments** all support these overall priorities for improvement, as well as the need for across the board improvements in service delivery. However, they also have a number of key drivers from wider Government such as Building schools for the Future, Electronic Social Care Records, Area and Neighbourhood Working, Social Inclusion and Climate Change. Major themes that these Departmental drivers generate today include:
 - **Joining up information to better serve citizens** through Children's Records, Integrated Children's Systems, Citizen Identification, Website development and Electronic Social Care Records
 - **Using ICT as an enabler in playing a leading role in learning**, including:
 - Supporting schools in developing their curriculum and administrative ICT

- Creating Modern Places of Learning
- Supporting Adult Learning
- **Providing the officers and Councillors with the tools they need to effectively deliver service** through:
 - Remote and flexible working practices including hot desking and home working to change the way we work
 - Performance management and more importantly, Performance Improvement bearing in mind the CPA
 - Supporting HR's ability to effectively conduct the ongoing job evaluation and pay review
 - Helping to support a cost effective and sustainable accommodation strategy (affordability of current central Derby estate)
 - Continual updating of the skills of the workforce in relation to ICT
 - Building corporate platforms such as GIS
- **Helping Derby at the level of its neighbourhoods and localities** by
 - Supporting local area agreements with ICT
 - Enabling multi agency joined up service delivery
 - Providing geographically based information
 - Supporting the neighbourhoods agenda by providing information at a local level (people, buildings, spaces, economics)
- **Supporting the democratic processes in Derby** – for example by providing decision making process support
- **Co-delivering services** with DH, Connexions, DfES and others, and partnership and joint commissioning of services
- **Supporting the social inclusion agenda** including bridging the digital divide (through the provision of access, education, and addressing equalities / diversity in the community) and recognising the increasing levels of dependence on the web as a tool to provide such services.

Priorities are continually changing, and legislation in some cases will continue to need a more urgent response than the longer term transformation agenda. Remaining flexible in ways that support the changing political and social agenda through issues such as the emerging focus on climate change will be critical. For example, the consequences of the March 2007 Lyons review will have to be factored in, as will the emerging environmental agenda. At the same time, Departments have to maintain a steadily improving and excellent service to the citizens of Derby. The role of ICT therefore has to recognise the pressures of continuous change, shifts in legislation, and increasing demands on service delivery.

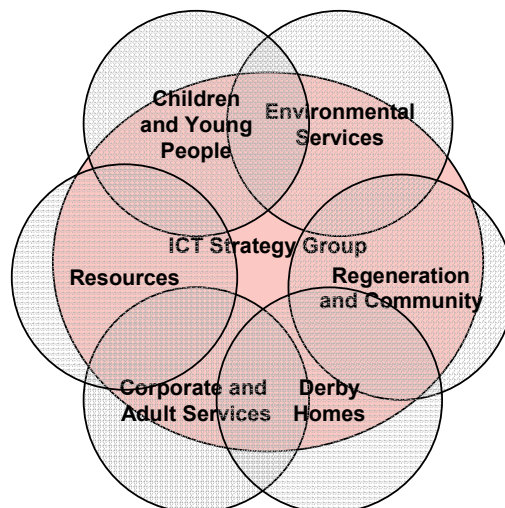
- **Building on Excellence** is focussed on a range of initiatives that place customer service at the centre of what the Council does, and in doing that has to recognise the framework that David Varney's Transformational Government agenda – for example the push towards shared services – and increasingly the Gershon efficiency agenda creates. Many elements of BOE are explicitly linked to ICT including:
 - Derby Direct and e-Derby.
 - online consultation and consultation planning, and the wider access channel strategy

- workforce planning
- e-procurement
- efficiency
- **Cross cutting initiatives** affecting both Departments and Building on Excellence. These include aspects of the Transformational Government agenda, such as shared services, the search for financial efficiencies and improving the customer experience. There are also both wider City and regional dimensions that need to be considered in formulating the Council's ICT strategy.

The key messages here are that Council ICT strategy needs to be flexible and adaptive, and to recognise:

- the ongoing need to satisfy both Departmental and Council priorities, optimising the result for the citizens of Derby.
- balancing both change activities, and ongoing service delivery and service excellence.

In doing this, the ICT Strategy of Derby will balance centralised control on the key corporate ICT decisions with the needs of the Departments to respond to their own business needs as illustrated below through the work of the ICT Strategy Group:



2. **DERBY CITY COUNCIL'S ICT PROVISION TODAY**

"The re-tender programme will be a focal point for much of our strategy formulation over the next few years"

This section paints a picture of Derby Council's ICT service provision today, the main elements of which create, on the one hand, opportunities, and, on the other, either constraints or challenges that may need to be overcome.

Central to the Council's ICT provision today is the existing contract with Capita. Derby transferred its already outsourced ICT provision to Capita in 1999 under a 5 year deal. Since then the contract has been extended for 2 and subsequently 3 years. The expiry date of the second extension is fast approaching and the Council now needs to re-shape and re-tender the contract. Through this next critical stage, the Council will need to respond to a number of key challenges. At the highest level, these are as follows and a focus of the retender exercise will be upon securing a supplier who is able to help us navigate all of these successfully:

- Making sure that any future arrangements meet the Council's transformation needs now and importantly, in the future.
- Getting the best from the market opportunity
- Managing the process with internal and external stakeholders effectively and with appropriate levels of expertise
- Being geared up to get the best from the supply community both during the procurement and subsequently
- Delivering a true Partnership, with shared vision, aspirations and delivery

These challenges and the retender exercise more generally, represent the broad landscape within which the detailed ICT Strategy will be developed, and the ICT Strategy Group will be working.

From the perspective of the ICT Strategy Group, there will be a focus on the standards to which "Service" is provided to the Council as a whole, and within that, the level and quality of provision for the individual "Services". Overall Service provision is broken down as follows in terms of the perceived strengths and challenges for the future:

Service Dimension	Strengths Today	Challenges For The Future
Value	Good basic value for money service provision	<p>Proliferation of small but business critical systems, many unsupported.</p> <p>Demonstrating the value for money that ICT investment is adding.</p> <p>Making sure that contracts all add genuine value for money.</p>

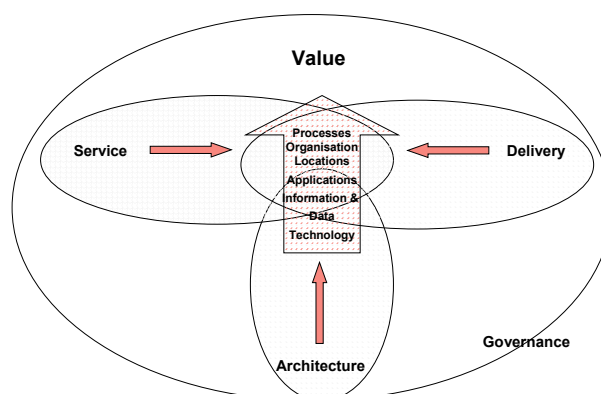
Service Dimension	Strengths Today	Challenges For The Future
Day to Day Service Provision	Good day to day service provision meeting or beating the service metrics	<p>Getting the necessary funding and capacity in place to deliver the breadth and flexibility of required services.</p> <p>Provide an appropriate level of support by departmental, central and outsourced ICT resources which gives value for money and is flexible and responsive</p> <p>Make sure critical business systems are adequately supported where appropriate</p> <p>Where required, move towards a 24 hour, seven day week service</p> <p>Achievement of consistently good ICT provision across the Council</p> <p>Keep maintenance downtime to a minimum</p> <p>Have in place adequate Business Continuity and Disaster Recovery services</p>
Delivery	Solid project and programme management framework in place	<p>Project and programme delivery perceived as not yet delivering fully on expectations from the supply side.</p> <p>Making sure that business change and ICT enablers are joined up.</p>
Architecture	A strong underpinning Strategic IT Framework	<p>Creating a more innovative approach to ICT from the suppliers.</p> <p>Anticipating the need to switch from legacy platforms to avoid being forced into taking a tactical decision on platform changes.</p> <p>Aim to achieve and maintain minimum standards in</p>

Service Dimension	Strengths Today	Challenges For The Future
ICT Governance	An emerging ICT Strategy Group drawn from across the Departments.	hardware and software across the Council
		Identifying and creating clear ownership of the principal corporate needs of ICT.
		Balancing change, business as usual to deliver services today, available capacity, and funding constraints in decision making.
		Making sure the contracts are flexible and adaptive to change.
		Making sure that the right balance is achieved between tactical decision making – driven by short term deadlines – and more strategic decision making.
		Achieving a more contemporary and robust approach to the management of risk.
		Be able to credibly and confidently judge and challenge supplier performance and product claims.
		Stronger governance processes for business case presentation and standards adherence

3. PRINCIPLES FOR THE ICT STRATEGY

The ICT Strategy of Derby City Council will be guided by a set of principles that focus on the value ICT brings within agreed service, delivery and architectural boundaries.

This section provides a statement of the main principles for Derby City Council's ICT that set out the boundaries for the future of Derby's ICT, and therefore lay the foundations for a decision making framework.



Future ICT provision for Derby City Council's ICT will adhere to the following principles:

- **Value** – Derby City Council's ICT will be judged by the value of its contribution to the Council's priorities for the community and citizens of Derby, and by the delivery of reliable services on a day to day basis.
 - Value for money and sustainability will be key drivers of all ICT decision making.
 - Delivery, whether by the corporate ICT function or its partners and suppliers, will be outcome based around demonstrable, quantifiable benefit.
 - All build or buy decisions based on a robust business case using the Council's investment and return principles.
 - Solutions used in more than one department or area will be best value for the Council as a whole.
 - Specialist solutions, used in only one area, will still be able to benefit from the expertise of the ICT specialists in the Council subject to capacity and funding constraints.
- **Service** delivered to Derby's business users and to the wider community will be consistent with the Council's overall customer service standards.
 - ICT will adopt a role that is corporately responsible and transparent
 - Suppliers will inherit the service and architectural principles set out in this Strategy Statement.
 - There will be a proactive and innovative approach to providing ICT solutions in support of the business strategy
 - There will be access to strength in depth in the key technical skills needed to support Council ICT (e.g. GIS, CRM, DMS, ...)
 - There will be clear, straightforward, and user friendly mechanisms for users of Derby's ICT to be able to report problems and have them resolved quickly and efficiently.
- **Delivery** of ICT solutions will meet the identified needs, on or ahead of time and budget.
 - All ICT projects will be managed within the Council's overall project management methodology and Governance standards applied to projects and programmes.

- There will be a clear focus on outcomes and benefits realisation
- **Architecture.** There will be a single, transparent architectural blue print owned by the ICT Strategy Group.
 - Derby's ICT architecture will meet the standards laid down in the Council's Strategic IT Framework.
 - All product and service decisions critical to the business or with significant implications for one or more Departments, will be corporately endorsed by the ICT Strategy Group, as opposed to locally.
 - There will be a standard approach for finding the most optimal and cost effective technology solutions in line with corporate strategy, working with Departments, irrespective of their source.
 - The reasons for decisions made by the ICT Strategy Group, or on its behalf, will be clear and transparent, regardless of whether they are strategic or tactical.
- **Governance.** The ICT Strategy Group will own the Council's ICT Strategy and ICT related decision making processes across the Council; it will represent the Council's with respect to ICT strategy at the City or Regional levels.
 - The ICT Strategy Group will own the Council's ICT strategy.
 - Clear mechanisms which define decisions that can be taken at Departmental level, and those that require a decision to be made by the ICT Strategy Group will be adopted Council wide.
 - The ICT Strategy Group will be accountable to the BoE Policy Group

4. **TAKING THE VISION FORWARD ...**

“The ICT Strategy Group will be representative of the Council’s business as a whole. It will undertake the key leadership role in the shaping and delivery of the Council’s future ICT needs, owning and developing the vision and strategy for Derby City Council’s ICT for the next decade and beyond, and being accountable for policies, standards and assurance activities to underpin its achievement. In doing this, it will also play a key role in supporting the education and training of users of Derby’s ICT to enable service benefits to be realised and sustained. In addition, the ICT Strategy Group will work in partnership with other organisations and groups across the Council, the City of Derby and the East Midlands region to help shape the wider local and regional strategies.”

Derby City Council’s ICT Strategy Group will be composed of Assistant Directors from each of the Council’s Departments together with the senior team from the corporate Performance and ICT Department. Its role will be to:

- Own the Council’s ICT strategy.
- Shape and oversee the delivery of the vision for the future of Derby’s ICT.
- Actively promote ICT as a corporate asset across the Council and to ensure that the very best use of that asset is made.
- Help ICT become Council wide and joined up.
- Review and challenge the priorities for, and approaches to ICT against the Council’s business needs on an ongoing basis.
- Advise the rest of the Council on the best use of and priorities for ICT and its resources.
- Oversee the delivery of the Council’s future ICT, and to make sure that at all times the Council is getting the best possible leverage from what is available in the market, consistent with achieving value for money.
- Make sure that appropriate linkages are made to related strategies such as the Customer Services Strategy, the Workforce Development Plan, ICT Training Strategy and the Neighbourhood Strategy
- Be accountable for:
 - ensuring that there is a coherent, business led and current ICT strategy and Action Plan for the Council
 - ensuring that there is a strategy, policy, standards and assurance regime for all ICT solutions, services, and projects and programmes
 - representing the Council on ICT strategy issues both at City level through the Derby City Partnership, and at regional level through the East Midlands Regional Board of Excellence.

To fulfil this role, the ICT Strategy Group will:

- Commit to meeting on a regular basis.

- Hold a twice yearly half day strategy review session to discuss and assess performance against the ICT Strategy Statement and detailed strategy as that evolves.
- Actively support the development of a detailed ICT strategy in the course of 2007/08.