

## **Information and Communication Technology Vision and Direction of Travel 2009 to 2012**

### **Introduction**

The Council's Information & Communications Technology (ICT) service aims to maximise the potential of technology to deliver transformed and improved quality services for Waverley. Key to supporting the Council's vision of promoting and achieving "Value for Money and customer focus" is a modern ICT strategy that is closely aligned to its corporate aims and priorities. This document presents the Council's ICT vision and direction of travel for the three years 2009 – 2012.

This is a high level document, which sets the vision and direction for technology development and provides a framework for review. The emphasis of this document is on business led change, customer focus and underpinning the Council's corporate objectives.

ICT as a function will drive and support major change and transformation across the authority. A key driver identified is customer focus and ensuring that service provision is customer centric and tailored to customer requirements. Customers should be able to access services via a variety of methods when and where they wish and services should be cost effective, efficient and simple to use.

### **Waverley's Corporate Plan**

The ICT vision and direction of travel has been developed to align with and support Waverley's priority corporate objectives, which are as follows:

1. **Value for money** - Ensuring all our activities are customer focused and provide good value for money
2. **Environment** - Protecting and enhancing Waverley's unique mix of rural and urban communities
3. **Improving lives** - Improving the quality of life for all, particularly the more vulnerable within our society
4. **Subsidised affordable housing** - Working for more affordable housing to be built, and managing Council housing well
5. **Leisure** - Improving and supporting opportunities for all to take part in sport, recreation and culture

## **Aim for Waverley's ICT**

The aim for Waverley's ICT is:

'To deliver forward looking, agile, value for money, communications and technology to support the Council's aim to be a provider of excellent and inclusive customer focused services.'

## **Business Improvement**

Modern ICT gives successful organisations an advantage by making them more effective, efficient and economical. The growing importance of ICT, and its strong link to transforming business, is reflected in the development of a strong ICT base. An overriding aim of the Council is to achieve a more consistent and positive customer experience by improving the customer facing elements of the Council (the Front Office) and consolidating the support and logistic elements (the Back Office). This in turn frees up the specialist professional elements to enable a better and more productive use of their expertise. Increasingly Waverley will use information and communication technologies to bring together the people, processes and technology required to deliver successful change and modernisation. At the core of this strategy will be the development of customer insight leading to more focused, personalised and responsive service delivery based on customers needs.

## **Supporting Equalities and Diversity**

The approach set out in this document supports the Councils' equalities and diversity initiatives by utilising or introducing technology to measure and monitor how information is used across the authority, to identify who we are delivering our services to and how effectively they are delivered. ICT aims to improve the accessibility of information, for example, by supporting our staff to do their jobs effectively through easily accessible information as well deploying assistive technologies where appropriate.

## **The Core Building Blocks underlying the ICT Vision and Direction of Travel**

1. Value for Money – we will deliver relevant, cost effective and efficient services building on existing investment wherever possible.
2. Customer Focus – we will provide straightforward and simple channels of communication enabling service providers to respond effectively and quickly to customer service requests and queries and use ICT to support social inclusion.
3. Customer Relationship Management (CRM) – we will provide the Council with the infrastructure and support needed to achieve a single view of the citizen continuously update information and ensure the smooth integration between front and back office activities. We will also provide the information to enable the effective targeting of resources.

4. Information – we will organise information across services on a common basis i.e. people and property. The aim will be to establish a single or integrated property database that provides a single view of property across business functions.
5. Infrastructure and Capacity – we will ensure the Council's ICT infrastructure is robust, up to date and that systems match business requirements.
6. Information Technology Infrastructure Library (ITIL) – we will implement ITIL based procedures for ICT Service provision to ensure compliance with industry best practice standards.
7. Secure, Resilient and Robust – we will ensure the Council's ICT systems are secure, that personal and sensitive data is protected from loss, that effective business continuity / disaster recovery plans are in place and that business systems are available as required by services and customers. Implement a full range of protection systems that will prevent non-compliant computers and devices from accessing the Council's network.
8. Disaster Recovery/Business Continuity – we will implement a resilient infrastructure that will minimise the impact of any incident and ensure no single point of failure, and put in place disaster recovery arrangements that are aligned with business priorities.
9. Democracy – we will promote and facilitate the democratic process and community leadership role.
10. Website – we will develop the Council's website to provide transactional services that will keep pace with the expectations of an increasingly IT literate customer base – adding value to the site by exploiting developments in GIS – developing the website as the access channel of choice for the majority of citizens.
11. Shared Services – we will work with partner organisations to exploit the potential benefits of shared service provision. We will research and provide advice on opportunities for delivering shared services within the Council and with other organisations and design and implement systems that will allow Waverley to take the lead on shared service opportunities.
12. Environmental – we will consider initiatives that reduce the carbon footprint associated with the provision of ICT. Our aim will be to deliver 'Green' IT by introducing improvements that ensure that existing systems and hardware operate efficiently and effectively and we will make resource consumption a key consideration in purchasing decisions. In particular we will develop the virtualisation programme and roll this out to the Council's desktop environment.
13. New ways of working – we will ensure technology is in place to meet new and flexible forms of working and that effective communication channels are in place at remote sites.

## **Geographical Information Systems (GIS)**

The delivery of a central repository of map data across the authority using GIS technology would provide Council staff dealing with customer enquiries the ability to use mapping technology to provide visual data to support a customer contact. In the future the aim will be for a customer service officer to be able to click an electronic map to access additional relevant information and provide updates for other staff. The use of GIS for informed decision and policy making would result in improved front line services for customers.

The vision and direction of travel has a focus on the development of GIS applications on the Council's website to provide information and services arranged by postcode.

## **Key Business Drivers**

The key corporate business drivers for the vision over the three years 2009 – 2012 are set out below. Programmes of work and investment in systems and applications would be prepared that are in accordance with these business objectives.

### **1. Customer**

#### **•Customer Relationship Management (CRM)**

We need to manage Customer contact across the Authority in a co-ordinated manner rather than each individual service. This will enable us to:

- Understand who our customers are
- Target services

#### **•Communicating with customers (Email, Text messaging, Telephone, Webcast)**

We need to exploit technology to expand the current methods of communicating with our customers. As electronic communication becomes more the normal mode of communication, Waverley should expand the use of email and text. We need to exploit technology to improve telephone call handling across the authority.

#### **•Customer Feedback and consultation**

We need to develop and use customer feedback and consultation information when developing services including NI14 and GovMetric feedback. Using information to reduce avoidable contact.

#### **•Democratic engagement**

To assist members in their day to day community engagement roles and encourage opportunities for public participation in Council activities using ICT technologies such as web casting, on-line discussion forums.

#### **•Website**

Customers expect to be able to visit the Council's Website for an increasing number of services. We will exploit our presence on the web to reduce the number of avoidable contacts by making a wider range of services available. Our aim will be to

actively encourage customers to shift access channels to the web wherever feasible. In particular we will concentrate on the following:

- Customer interaction – self service (payments, account balance)
- Public facing web mapping ('in my area' type service)
- Online transactions

## **2. Core Business**

### **•Management of applications to be "Fit for Purpose"**

Our business applications need to be managed so that they deliver an effective tool to staff to deliver their service. We will review business applications to ensure that they meet the need to the particular service.

### **•Implement new solutions based on business need**

We will implement new systems/functionality where there is a business demand.

### **•Training/consultancy to get the most out of our investment**

We need to make the most out of our current investment in IT systems by ensuring staff are using them in the most effective way. We will review system usage and offer training and consultancy where required.

### **•Joined up services – One Waverley (Local Property Gazetteer (LPG) to feed addresses, linking back-office, CRM)**

Although we run many different services and applications as an authority we will share corporate information between systems rather than re-inventing the process every time.

### **•Shared services (other authorities, hosted services)**

Where we require a service that is very specialised; we will select either a hosted service that we can call-off or we will share a service with another authority. We will actively work with other authorities to explore opportunities to share systems where appropriate and to obtain procurement and service advantages.

## **3. Managing Information**

### **•Information management**

We will develop a council-wide uniform approach to information management, making use of our EDRMS application.

We will make better use of scanning and electronic storage to link documents through into back-office systems.

### **•Intranet**

We will enable better internal communication and discussion by using the Intranet for discussion and communication.

### **•Collaborative tools**

We will implement technologies to support team collaboration and information sharing.

#### **4. Flexibility/Resilience/Sustainability**

- Server virtualisation**

We will complete the server virtualisation programme and exploit the benefits of virtualisation technology.

- Flexible printing**

We will implement a flexible centralised printing solution which would include facilities enabling anyone to print anywhere (follow me printing).

- Business Continuity**

We will further develop a resilient ICT infrastructure that will minimise the impact of any incident and put in place disaster recovery arrangements that align with business priorities.

- Thin Client**

We will replace PCs with more cost effective thin client machines that reduce the on-going cost of ownership.

- Green IT**

We will make resource consumption a key consideration when purchasing new technology and reduce energy consumption through the thin client programme, server virtualisation programme and consequential

- Responsive to changing demands**

We will ensure technical and functional specifications, as far as possible, are able to accommodate future changes in service and legislative requirements.

#### **5. Mobile Working**

- Handheld (Blackberry, Netbook)**

We will offer a mobile working solution with Blackberry or Dell Netbook for those officers who require email or Citrix access away from the office.

- Connecting mobile with back-office (PDA, Tablet)**

We will offer mobile solutions for back-office applications that allow the user to collect data and synchronise with back-office applications.

- Virtual desktop (citrix)**

We will set all users up with Citrix accounts to enable anyone to work from anywhere with an Internet connection.

- IP telephony**

As we replace and enhance the data network, we will build in the capacity to provide Voice Over IP (VOIP) to all users.

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## **Video Conferencing**

We will investigate the options and demand for video conferencing.

## **6. Security**

### **•Government secure working**

We will further develop the use of the Government Secure Intranet connection for areas other than Benefits. Continue to review security to ensure that we comply with the Code of Connection.

### **•Encryption**

We will provide encrypted devices (memory sticks, laptop Hard Drives) to ensure that unauthorised users cannot access information held on these devices.

### **•Network/data security**

We will ensure that enough controls (policy, physical and software) are in place to protect our network and the information held on it from attack or loss. This will include regular testing to identify possible weaknesses.

