# Revision History

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1. Our ICT Strategy

1.1 Council Strategy

South Ayrshire Council’s strategic objectives have been established in the Council Plan 2016-18:

To work in partnership to maximise the potential of:
- Our local economy;
- Our young people;
- Our adults and older people;
- Our communities;
- Our environment; and
- Improve the way we work as a Council.

The strategic approaches taken by the council to deliver on these objectives are:

- **Integration**: working with our partners to provide services that are effective, flexible and affordable.
- **Early intervention and prevention**: reshaping services by assessing what delivers the greatest and earliest targeted impact on the major issues that face our community.
- **Empowerment**: enabling and empowering communities to work with us to design and deliver local solutions that will ease future demands for services and lead to positive outcomes for individuals and families.
- **Redesigning and transforming service delivery**: improving the quality and efficiency of services by eliminating duplication, streamlining processes, harnessing technology, getting the most out of our assets and developing our workforce.

1.2 Business Context

The Council Plan is clear that the expectation for the overall environmental context is that with an aging demographic, many Services are expected to see an increase in demand, whilst government funding continues to reduce. This places a high demand on Services to become more efficient, improving Service delivery while managing spending and resources.

Partnerships and shared services are becoming widely used mechanisms for increasing the scope of service functions across a broader customer, population or geographic base. The Ayrshire Valuation Joint Board, Ayrshire Roads Alliance and Health & Social Care Partnership are all examples of Council Services being delivered across council boundaries. Challenges to this concept include shared or cross use of ICT systems, where partnership or other authorities need to use SAC systems or infrastructure, or SAC systems need information from partnership systems. Inefficiency can arise from double handling data, or re-work and errors due to inconsistent information.

The legislative environment that the Council works within continues to grow, and compliance activities remain an ongoing burden. Substantial changes over recent years to legislation for Data Privacy, Records Management and Freedom of Information has meant operational, ICT and compliance staff must ensure processes and systems are adjusted to maintain compliance. UK and Scottish governments also continue to mandate use of Service Standards (e.g. Digital First, ePlanning, eBuilding, etc.) which can also have significant impact on design and delivery of ICT services.
Major themes coming from the environmental context that directly impact ICT Strategy are:

- Minimise the cost of delivering ICT services
- Continue to develop digital initiatives for Services
- Support flexibility with more mobile workforce and user base
- Support data and service integration with partner/shared service organisations
- Build services and solutions to meet an operating standards and compliance framework

1.3 ICT Service Review
In September 2015, an external review into the Council’s ICT Service was completed by SO CITM, with all key recommendations subsequently accepted by the Council’s Service and Performance Panel and Leadership Panel. Most of those recommendations have a strategic outlook, so they have also been incorporated into the ICT Strategy. The recommendations from the ICT Service Review were to address:

- ICT Strategy
- ICT Governance Framework
- ICT Structure & Resources
- Technical Stability
- Right Sourcing
- Process Redesign

1.4 Transform South Ayrshire
In line with the stated strategic objectives in the Council Plan, each Council Service also has in place their own service improvement plans. All are looking towards technology as a mechanism to enable efficiency and effectiveness improvements in the delivery of Services and the back-office processes that support them. The Transform South Ayrshire programme has been established to coordinate this activity, with two major work streams established:

**South Ayrshire Ways of Working:** Employees will have the skills, resources and flexible working environment to be as efficient and effective as possible in delivering Council services.

**South Ayrshire Goes Digital:** Customers will be able to access necessary information, request relevant Council services, and complete customer transactions via easy to use self-service digital channels

To support The Transform South Ayrshire programme, an ICT Foundations work stream has also been established to identify and deliver the underpinning technology changes needed. The ICT Foundations initiatives have been embedded in the “Technology” component of this strategy.

1.5 ICT Operating Model
The following model describes the delivery of ICT Services to the Council:
The model shows the four major activities performed around technology and solutions:

- **Plan** - Also known as Enterprise Architecture, is responsible for the architectural standards, technology roadmaps and approval procedures for all technology streams that make up the Council’s ICT landscape.
- **Build** – Also known as ICT Programme Management, is responsible for managing the delivery of the ongoing work programme of new or sustaining technology investments, ensuring contribution of value to the Council’s Services.
- **Support** – Also known as ICT Operations Management, is the “engine room” of ICT, supporting the Council’s shared technology environment to ensure reliability, availability and performance.
- **Service** – Also known as ICT Service Delivery, is the “front-face” of ICT to the user base, delivering end-user computing services, first-level end-user support, monitoring the quality and effectiveness of the ICT services, and managing business relationships.

The centre boxes of the model represent the areas of technology that make up the Council’s ICT environment, classifying technology solutions into the following service classifications:

- **End-User Computing Services** - End-User Computing services (personal computers, laptops, tablets, smart phones, printers, etc.) provide the user interface to other technology-based business processes, information and productivity tools.
- **Infrastructure Services** - Infrastructure services (Network communications, Servers, Storage, Operating Systems, Databases, etc.) is the technology that enables and connects end-user computing to business systems.
- **Business Systems Services** - Business Systems services covers the shared applications that enable and automate business tasks, transactions and data, resulting in employees,
customers, and other stakeholders being more efficient and effective, and processes more compliant.

- **Information Management Services** - Information Management services covers managing, transforming and presenting the Council’s electronic information assets as required by Services and Customers, making accurate and appropriate information available in a timely and efficient way.

All of the activities and technology services sit on a foundation of Governance and Standards. This ensures decisions are made consistently and in a way that benefits the whole Council without compromising the plans and objectives of individual Services.

### 1.6 ICT Strategy

Information Communications and Technology (ICT) is critical to help achieve the Council’s objectives through providing technology-based tools and support services which improve the efficiency and effectiveness of Council’s services, communication channels, and back-office functions. All of the Council’s strategic objectives described in the Council Plan, and many of the initiatives detailed in individual Service Improvement Plans, have significant ICT related actions.

Some primary goals that the ICT strategy addresses are:

- **Customer alignment** – the quality of advice and support on technologies and solutions needs to be in line with the widely differing needs of Council Services. However, this must be achieved in a way that also continues to deliver efficiencies and value across the whole Council ICT landscape. Rather than embedding ICT resources into each Service to achieve this, a centralised ICT service with direct points of access for Service Representatives across Plan-Build-Support-Service activities, is seen as an effective way to improve ICT’s service alignment without compromising standards and cost efficiency. As a minimum, each directorate should have access to an ICT service advisor to help technology decision-making and ensure the technology is being used effectively through guidance and training.

- **Operational excellence** – the quality and efficiency of the ICT operation needs to be improved. There are currently minimal performance metrics that could be used for benchmarking, but the general level of satisfaction of ICT service delivery across the Council user base is poor. Although major incidents are relatively few, minor incidents, faults and problems remain unresolved for long periods. Internal control processes are undocumented and inconsistently delivered. A standard ICT operational framework needs to be adopted to ensure we monitor and control Mandate (legislation), Efficiency (budget) and Performance (process).

- **Product leadership** – Individual Council services have attempted to achieve this through service-driven implementation of best-of-breed solutions to meet their specific needs. Unfortunately, this has been done inconsistently and in a disconnected way, resulting in a siloed applications environment with substantial business inefficiency at the system borders, replicated functionality across systems, high support overheads and increased business risk. As a Council we need to make the best use of technology across all Services, leveraging the
best-of-breed systems already in place, removing resource-draining, obsolete and high-risk point solutions, and providing better value through integration.

This ICT strategic plan attempts to distil this variety of objectives, directions and priorities, and the following statement of ICT strategy has been developed for the 2017-2020 period:

**ICT Purpose**

_To reliably and efficiently deliver technology-based solutions and services, within a defined governance and service framework, to support the South Ayrshire Council Services and Council Plan._

**ICT Vision**

_South Ayrshire Council is recognised as a leader in the use of technology to support delivery of Council Services by our customers, staff, partners and peer councils._

**ICT Strategic Objective**

A statement of the strategic objective for the Council’s ICT service is:

_Transforming South Ayrshire Council’s ICT Service …_

- How we plan, inform and decide;
- How we build solutions and services for the future;
- How we manage the technology that supports Council Services; and
- How we collaborate and engage.

_Supporting the Transform South Ayrshire initiative with ICT Foundations …_

- How we interact with our customers (“South Ayrshire Goes Digital”); and
- How we perform our work (“South Ayrshire Ways of Working”)

_In line with the stated Council Strategy and the ICT Purpose and Vision._

**ICT Strategic Goals**

Specific strategic goals have been developed to deliver this ICT strategic objective of transformation. These are collected into themes of **People**, **Process** and **Technology**.

**People**

- **Structure & resources** – establish appropriate structure and resources for the delivery and support of technology for Council Services
- **Skills & knowledge** – ensure individuals have appropriate skills and knowledge to deliver and use the technology services efficiently and effectively
- **Culture** – build a service-oriented ICT team culture that strives for excellence

**Process**

- **Governance and decision-making** – establish a technology investment framework, architecture plan, programme management framework, and agile solution delivery process
- **IT Service Management** – establish good-practice IT Service Management processes and performance metrics
• **Procurement and management of ICT assets and services** – analysis, right sourcing and operational management of hardware and software assets and services

**Technology**

• **Digital services platform** – establish a technology platform that supports consumer and workforce focused Service improvement (addressing management of identity, information content, workflow & process automation, devices & access, and application development & integration)

• **Information, reporting & analytics integration** – deliver an information integration, reporting and analytics platform which also addresses information security, master data management, information analysis & sharing across Council and partner systems.

• **End-user computing platform** – establish appropriate technology standards, infrastructure and support structures for the entire ICT-supported user base: office workers, mobile/flexible workforce, education users, partners, Service consumers

• **System consolidation** – complete an enterprise-wide review/audit of all systems and support arrangements, looking for opportunities to replace, extend, consolidate and/or retire systems to achieve improvements in cost, service delivery and risk management

The following sections provide further context for the goals, and identify specific actions towards those goals.

### 1.7 Monitoring Delivery of the ICT Strategy

The ICT Strategy will be delivered in line with normal Council operating practices. The annual Finance and ICT Service Improvement Plan (SIP) will capture the key strategic actions and monitor progress with delivery which will be reported to members through the SIP reporting to the Service and Performance Panel.
2. Transforming Our People
The purpose of ICT is to make people’s lives easier: Employees doing their work; Customers accessing Council Services. People are also needed to help deliver ICT solutions, and to support the technology-based solutions. People are fundamental to the Council’s ICT Strategy, and details of the three people-focused strategic goals follow.

2.1 Goal: Structure & Resources
Establishing an appropriate structure and resources for the delivery and support of technology for Council Services.

Improvement Opportunity

- Address the structure and resource related findings from the IT Service Review by SOCITM in September 2015, particularly around functional responsibility for Project Management and IT Service Management
- Fill gaps in current ICT service provision: Architecture and planning, IT advice and guidance, asset management and end-user training.
- A new structure with appropriate resources and responsibilities is established in line with the ICT Service operating model shown previously in Figure 1, separating responsibility for ICT Plan, Build, Support, and Service functions as shown in detail in Appendix 3.
- “Shadow IT” functions currently embedded within Council Services are subsumed back into the central ICT Service to deliver a more efficient, effective, resilient and joined-up ICT Service.
- Agreements are established with external service providers to cover peak resource demands due to project work and staff absences.

Actions

- Establish interim ICT structure in line with concept
- Appoint additional resources to fill existing gaps.
- Identify further changes to ICT resources and structure coming from process improvements or procurement/right-sourcing actions
- Identify and incorporate ICT functions currently being delivered directly within services
2.2 Goal: Skills & Knowledge
Ensuring individuals have appropriate skills and knowledge to deliver and use the ICT Services efficiently and effectively.

Improvement Opportunity

- Appropriate skilled resources are available to support and manage the current ICT systems and services, and to provide advice on future requirements and directions.
- All ICT users have access to the knowledge, guidance and skills training to efficiently and effectively use the technology required for their job.
- Appropriate governance is in place to ensure that sufficient resources, development of skills and an appropriate support and user knowledgebase are established during the transition to operations of new and upgraded technology solutions.
- Development plans are in place to maintain support staff skills as technology changes.
- Support arrangements are established with external providers to provide training, fill knowledge gaps and provide backup support for specialist technology and services where needed.

Actions

- Complete a skills matrix for all technology support teams, identifying gaps and development plans as necessary to ensure all technology environments have appropriate support coverage
- Identify skills and knowledge required for Council ICT-supported technology, and create training material and methods for sharing to Council staff, partners and members
- Develop core skills requirements, development plans and succession plans for all job families across ICT
2.3 Goal: Culture
Building a service-oriented culture within the ICT Service that strives for excellence.

Improvement Opportunity

Build a common culture within the ICT Service that not only embodies the South Ayrshire Way of being Respectful, Positive and Supportive, but adds additional values that are seen as critical to the success of the ICT Service. These “Success Factors” are described in more detail in Appendix 2, and are summarised as follows:

- **Customer Focus**: Ensuring that the needs and priorities of ICT’s internal customers are the driving force behind decisions, activities and service practices.
- **Passion for Results**: Committing to and driving high standards of performance, tenaciously working to meet or exceed goals, and deriving satisfaction from achievement and continuous improvement.
- **Contributing to Team Success**: Actively participating as a member of the ICT service towards achieving team and business goals by supporting & involving others, sharing information and demonstrating commitment.
- **Facilitating Change**: Encouraging others and facilitating the identification, implementation and acceptance of different and innovative approaches to address problems and opportunities within the workplace.
- **Technical/ Professional Knowledge & Skills**: Maintaining technical and professional knowledge or skills, and keeping up with current developments and trends within areas of expertise.

Actions

- Embed the behaviours ICT success factors in all ICT team Performance and Development Reviews (PDRs).
- Initiate development events to build ICT culture in line with success factors.
- Establish processes for capturing user feedback about ICT team culture and performance. Implement continuous improvement programme.
- Develop culture leadership and management skills within ICT Management Team.
3. Transforming Our Processes
Consistency in delivering transactional processes and measuring performance are critical to effective delivery and improvement of ICT services. Transforming existing ICT related processes throughout the Council will result in long term benefit and ongoing value from the ICT Service. Three process-focused strategic goals are described below.

3.1 Goal: Governance and Decision-making
Establishing an investment framework, architecture plan, programme management framework, and agile solution delivery process.

Improvement Opportunity

- A guided decision-making framework is in place for all new technology investments, that defines approval hierarchy, standards and controls expected for projects of various sizes.
- An agile methodology for implementing smaller projects is established: proof-of-concept, low risk and minor changes to enable fast approval and delivery of outcomes.
- A programme management capability for ICT work which improves visibility of the current work demands, priorities allocated, communications channels, resource plans and budget allocation.
- Technical, security and risk standards exist for all technology service areas (end-user computing, infrastructure, systems and information) to ensure consistent interoperability and compliance.
- A full governance and standards library for the ICT service is in place which follows “best-practice” standards as shown in Appendix 4.

Actions

- Establish a technology investment review and approval process with EOG and CMT.
- Create a library repository for ICT governance framework, populating it with any existing governance documents.
- Develop principles and rules for all of the top-level governance areas.
- Extend technology investment framework to smaller proof-of-concept and incremental improvement solutions using agile methodology.
- Complete a full programme management governance and implementation framework for ICT build activities.
- Populate the ICT governance library with Procedures and Work Protocols where necessary.
3.2 Goal: IT Service Management
Establishing good-practice ICT Service Management processes and performance metrics.

Improvement Opportunity

- ICT Service management processes are in line with ITIL (IT Interface Library), being the accepted standard for best-practice. This was a major recommendation coming from the SOCIITM ICT Service review. This will also help to deliver a second recommendation: Ensuring Technical Stability, through ITIL-specified processes covering planning, incident management, problem management, change controls and performance measurement.
- Service Catalogue – Identifying the standard services that end users can access through the service desk, and what authorisations or additional information may be required to request the service (e.g. how a user requests a new PC, and what options they have).
- Service Level Management – Defining how long end users can expect to wait for ICT to resolve a request or issue, and the communications expectations throughout the process. Meeting service levels or performance indicators becomes a critical performance measure for the ICT function.
- Knowledge Management – Defining how knowledge is captured and shared for delivering a standard service response, or enabling end-users to identify and self-serve their own solutions.
- Service Portfolio Management – Ensuring the range of ICT services offered and delivered meet the needs and expectations of the business and user community through engagement and service review activities.

Actions

- Establish documented processes and performance measures for managing Service Requests, Incidents, Change, ICT Project Initiation, and Transition to Operations.
- Establish documented processes and performance measures for the remaining IT Service Management processes in the ITIL standard.
3.3 Goal: Procurement and Management of ICT Assets and Services

Analysis, right sourcing and operational management of hardware and software assets and services

Improvement Opportunity

- The SOCITM ICT Service review identified some areas where Council should consider alternative sourcing options for ICT service delivery (e.g. Cloud services, Software as a Service, Managed services, subscription models)
- Temporary skilled resources – establish agreements to enable access to temporary skilled resources in a consistent way rather than delaying completion of projects or service requests.
- Cloud-provisioned Software and Infrastructure – develop infrastructure, systems integration and security standards to guide decisions towards the consistent use of cloud services.
- Contracted ICT Services – benchmark current costs for providing core ICT services internally, and where appropriate, establish alternative provision models that deliver service improvements with cost reduction.
- Contract management skills in ICT – develop skills and support structures within ICT to ensure service contracts are managed suitably and consistently to ensure the best technical, support and financial outcomes
- Asset optimisation and management – minimising unused end-user computing devices, reducing minor capital and licensing costs, and planning capital refresh programmes. (End-user devices cover desktops, laptops, tablets, smart phones, printers, projectors, smart screens, etc.)

Actions

- Benchmark existing ICT service cost and support frameworks in place, and evaluate alternative sourcing and delivery models.
- Scope the requirements and develop a business case for an ICT Asset Management function to effectively manage the Council’s end-user computing assets.
- Implement plans and return cost savings for top 3 right-sourcing opportunities
- Implement appropriate ICT Asset Management function for end-user computing assets across the entire asset life cycle.
4. Transforming Our Technology

Technology is a critical enabler of efficiency and compliance in delivering Council Services. It also is becoming central to customers accessing and requesting those Services, with users expecting more information and interaction with the Council through online digital channels. Technology continues to advance at an ever accelerating pace, and there is an expectation that the Council maintains a level of technology to keep up with those changes. Technology is the basis of the Council’s ICT Strategy, and details of the four technology-focused strategic goals follow.

4.1 Goal: Digital Services Platform

Establish a technology platform that supports citizen and workforce focused Service improvements (addressing management of identity, information content, workflow & administration processes, devices & access, and application development)

**Improvement Opportunity**

- Minimising the range of service delivery platforms and applications currently in place, and establishing a consistent digital services platform to better support providing information and automating processes for Customer/consumer and Employee/workforce users.
- Providing a consistent methodology and technology for identifying/authenticating users and controlling access to online services.
- Providing straightforward software tools to help Services publish various content and service request automation onto web (internet/intranet) platforms.
- Providing online document and data library services for managing published content throughout its lifecycle (create-update-retire-archive).
- Providing a range of self-service functionality (requests, electronic forms, workflow, payments, delivery notification, etc.).
- Enabling the publishing and integration of mobile and desktop applications that support delivery of Services through to existing back-office systems and stand-alone solutions.
- Enabling knowledge sharing and team interaction between workers, partners and citizens through effective collaboration and communication tools.

**Actions**

- Scope the requirements and develop a business case to establish a technology platform for customer-facing (internet) and worker-facing (Intranet) information publishing, transaction / process automation, and collaboration.
- Implement the platform components and operational support services for the Digital Services Platform technology.
- Establish continual service and technology improvement processes to grow and develop the platform to meet the continuing needs of the Council.
4.2 Goal: Information Integration, Reporting & Analytics

Deliver an information integration, reporting and analytics platform which also addresses information security, master data management, information analysis & sharing across Council and partner systems.

**Improvement Opportunity**

- Having systems and technology tools that provide end-user reporting and data analysis capability across the range of Council systems to enable higher information visibility, more efficient data consolidation and better decision-making.
- Data-level security and auditability is established within a reporting environment to protect sensitive and personal data as required by legislation.
- A Council data warehouse systematically maintains point-in-time reporting and unstructured data.
- A system-independent set of master data is defined with automated management and synchronisation into core systems data stores.
- Data is integrated across multiple back-end systems and platforms managed by Council and service partners.
- Methods and tools exist to manually or automatically publish and distribute consolidated data, analysis and metrics reporting.

**Actions**

- Scope the requirements and develop a business case to establish a technology platform for information integration, reporting and analytics across the Council’s systems environment.
- Establish the platform as planned.
- Establish continual service and technology improvement processes to grow and develop the platform to meet the continuing needs of the Council.
4.3 Goal: End-user Computing Platform

Establish appropriate technology standards, infrastructure and support structures for the entire ICT-supported user base: office workers, mobile/flexible workforce, education users, partners, Service consumers.

Improvement Opportunity

- Understanding and supporting the specific requirements for the entire user base of Council ICT Services: mobile/flexible workforce including non-council ICT users, workers using non-council managed equipment, councillors, partners, educators & students, and the general public consuming council services
- Standardised provision and support is provided for end user computing and infrastructure for the whole user base including appropriate management and monitoring tools
- Identity and access management controls enable the user-base to operate securely and protect sensitive council-managed data within the information governance and compliance legislative regime
- ICT support services provide assistance and manage issues as appropriate for the different user types

Actions

- Scope the requirements and develop a technology road map for the entire ICT-supported end-user computing environment.
- Establish the platform as planned.
- Establish continual service and technology improvement processes to grow and develop the platform to meet the continuing needs of the Council
4.4 Goal: System Consolidation
Complete an enterprise-wide review/audit of all systems and support arrangements, looking for opportunities to replace, extend, consolidate and/or retire systems to achieve improvements in cost, service delivery and risk management

Improvement Opportunity

- Reduced system count and spread of system support resources
- Build greater expertise in fewer systems, growing capability and experience
- Reduced license and external support costs
- Reduced risk and overhead of supporting and maintaining bespoke and obsolete solutions
- Improved value from existing investments in systems, extending use and functionality
- Reduced complexity and quantity of interconnections between systems, enabling better data integration and master data management.
- Documented road maps for core Council systems – planned paths of development and maintenance
- Planned move to more cost-effective solutions delivery and support methods (e.g. cloud, service platforms)
- Documented systems architecture and standards to guide designs and decisions for new systems and solutions

Actions

- Document the Council’s current systems landscape and interdependencies, identifying where system functionality overlaps or aging systems are approaching obsolescence, and develop a 3-year road map for upgrade, replacement or retirement.
- Establish specific projects as required to deliver the system consolidation road map.
- Establish processes to maintain the systems landscape and interdependencies documentation, including an annual process to update transition roadmap/transition plan.
5. Risks and Issues

Although the key risks within the ICT function have been identified and recorded in the Corporate and Strategic risk registers, major risks and mitigations for the achievement of these strategic ICT objectives have been identified as:

- **Funding** – ensuring adequate funding is available to procure and deliver the programme of work identified in the strategy. Any initiatives still require a business case to be developed to justify the implementation costs. It is expected that any initiative will only be approved based on expected cost saving or cost avoidance.

- **Resources** – the implementation of the initiatives require adequate resourcing to be effective. Although most actions will be delivered as part of an individual’s normal day-to-day role, the continuing focus on these strategic actions and ensuring adequate resources are assigned will fall to the ICT Management Team.

- **Leadership** – the changes identified will need leadership and senior level support to be successful. The progress of delivering the strategy will be monitored through the Executive Officer Group (EOG) and the Service and Performance Panel via the Executive Director – Resources, Governance and Organisation. The successful delivery of the actions on a day-to-day basis will be delegated to the Digital Transformation Manager.

- **Management of change** – implementing changes to the ICT service delivery function and new governance processes for technology projects will require the associated cultural and process changes to be appropriately management to ensure success. EOG and the ICT management team will need to be closely involved in the transition. The change process will be led by the Digital Transformation Manager.

- **ICT Operational stability** – the ICT team focuses on ensuring the existing ICT environment is operating effectively and reliably. If anything occurs to compromise that, any ability to deliver the strategic programme of works will be negatively impacted. Establishing a framework to access additional resources under such circumstances should provide adequate mitigation of this risk.
## Appendix 1. ICT Strategic Goals & Actions

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<th>Item</th>
<th>Goal/Action</th>
<th>Timeframe</th>
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<td><strong>People</strong></td>
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<td>1</td>
<td><strong>Structure &amp; resources</strong> – establishing appropriate structure and resources for the delivery of ICT services</td>
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<td>1.1</td>
<td>Establish interim ICT structure in line with concept. Appoint additional resources to fill existing gaps.</td>
<td>Year 1</td>
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<td>1.2</td>
<td>Identify further changes to ICT resources and structure coming from process improvements or procurement/right-sourcing actions Identify and incorporate ICT functions currently being delivered directly within services</td>
<td>Year 2+</td>
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<td><strong>Skills &amp; knowledge</strong> – ensuring individuals have appropriate skills and knowledge to deliver and use the ICT services efficiently and effectively</td>
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<td>2.1</td>
<td>Complete a skills matrix for all technology support teams, identifying gaps and development plans as necessary to ensure all technology environments have appropriate support coverage Identify skills and knowledge required for Council ICT-supported technology, and create training material and methods for sharing to Council staff, partners and members</td>
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<td>Develop core skills requirements, development plans and succession plans for all job families across ICT</td>
<td>Year 2+</td>
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<td><strong>Culture</strong> – building a service-oriented culture that strives for excellence</td>
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<td>3.1</td>
<td>Establish ICT success factors in all ICT team PDRs. Initiate development events to build ICT culture in line with success factors.</td>
<td>Year 1</td>
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<td>3.2</td>
<td>Establish processes for capturing user feedback about ICT team culture and performance. Implement continuous improvement programme. Develop culture leadership and management skills with ICT Management Team</td>
<td>Year 2+</td>
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<td><strong>Process</strong></td>
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<tr>
<td>4</td>
<td><strong>Governance and decision-making</strong> – establishing an investment framework, architecture plan, programme management framework, and agile solution delivery process</td>
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<td>4.1</td>
<td>Establish a technology investment review and approval process with EOG and CMT. Create a library repository for ICT governance framework, populating it with any existing governance documents. Develop principles and rules for all of the top-level governance areas.</td>
<td>Year 1</td>
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<td>4.2</td>
<td>Extend technology investment framework to smaller proof-of-concept and incremental improvement solutions using agile methodology. Complete a full programme management governance and implementation framework for ICT build activities. Populate the ICT governance library with Procedures and Work Protocols where necessary.</td>
<td>Year 2+</td>
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<td>5</td>
<td><strong>IT Service Management</strong> – establishing good-practice ITSM processes and performance metrics</td>
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<tr>
<td>5.1</td>
<td>Establish documented processes and performance measures for managing Service Requests, Incidents, Change, ICT Project Initiation, and Transition to Operations.</td>
<td>Year 1</td>
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<tr>
<td>5.2</td>
<td>Establish documented processes and performance measures for the remaining IT Service Management processes in the ITIL standard</td>
<td>Year 2+</td>
</tr>
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<td>6</td>
<td><strong>Procurement and management of ICT assets and services</strong> – analysis, right sourcing and operational management of hardware and software assets and services</td>
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<tr>
<td>6.1</td>
<td>Benchmark existing ICT service cost and support frameworks in place, and evaluate alternative sourcing and delivery models. Scope the requirements and develop a business case for an ICT Asset Management function to effectively manage the Council’s end-user computing assets.</td>
<td>Year 1</td>
</tr>
<tr>
<td>Item</td>
<td>Goal/Action</td>
<td>Timeframe</td>
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| 6.2  | Implement plans and return cost savings for top 3 right-sourcing opportunities  
Implement appropriate ICT Asset Management function for end-user computing assets across the entire asset life cycle.                                                                                      | Year 2+   |
| 7    | **Digital services platform** – establish a technology platform that supports citizen and workforce focused Service improvements (addressing management of identity, information content, workflow & administration processes, devices & access, and application development) |           |
| 7.1  | Scope the requirements and develop a business case to establish a technology platform for customer-facing (internet) and worker-facing (Intranet) information publishing, transaction / process automation, and collaboration.                          | Year 1    |
| 7.2  | Implement the platform components and operational support services for the Digital Services Platform technology. Establish continual service and technology improvement processes to grow and develop the platform to meet the continuing needs of the Council | Year 2+   |
| 8    | **Information, reporting & analytics integration** – Deliver an information integration, reporting and analytics platform which also addresses information security, master data management, information analysis & sharing across Council and partner systems. |           |
| 8.1  | Scope the requirements and develop a business case to establish a technology platform for information integration, reporting and analytics across the Council’s systems environment.                              | Year 1    |
| 8.2  | Establish the platform as planned. Establish continual service and technology improvement processes to grow and develop the platform to meet the continuing needs of the Council                                           | Year 2+   |
| 9    | **End-user computing platform** – Establish appropriate technology standards, infrastructure and support structures for the entire ICT-supported user base: office workers, mobile/flexible workforce, education users, partners, Service consumers. |           |
| 9.1  | Scope the requirements and develop a technology road map for the entire ICT-supported end-user computing environment.                                                                                       | Year 1    |
| 9.2  | Establish the platform as planned. Establish continual service and technology improvement processes to grow and develop the platform to meet the continuing needs of the Council                                           | Year 2+   |
| 10   | **System consolidation** - Complete an enterprise-wide review/audit of all systems and support arrangements, looking for opportunities to replace, extend, consolidate and/or retire systems to achieve improvements in cost, service delivery and risk management |           |
| 10.1 | Document the Council’s current systems landscape and interdependencies, identifying where system functionality overlaps or aging systems are approaching obsolescence, and develop a 3-year road map for upgrade, replacement or retirement. | Year 1    |
| 10.2 | Establish specific projects as required to deliver the system consolidation road map. Establish processes to maintain the systems landscape and interdependencies documentation, including an annual process to update transition roadmap/transition plan | Year 2+   |
Appendix 2. ICT Values/Success Criteria

Through the process of engagement with ICT staff and users, the following behavioural framework has been identified as essential to the successful delivery of the Council’s ICT service:

<table>
<thead>
<tr>
<th>Customer Focus:</th>
<th>Ensuring that the needs and priorities of our internal customers are the driving force behind our decisions, activities and service practices.</th>
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<tbody>
<tr>
<td></td>
<td>* Seeks to understand customer; actively seeks information to understand customer circumstances, problems, expectations, and needs.</td>
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<td>* Identifies customer service issues; identifies breakdowns in internal processes and systems that directly impact customer service and retention; expresses concerns to others.</td>
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<td></td>
<td>* Creates customer-focused practices; uses understanding of customer needs to institute systems, processes, and procedures to ensure customer satisfaction and to prevent service issues from occurring; promotes customer service as a value.</td>
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<td></td>
<td>* Assures customer satisfaction; makes sure that customer solutions, practices, and procedures are carried out and achieve their objectives.</td>
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<td>Passion for Results: Committing to and driving high standards of performance, tenaciously working to meet or exceed goals, and deriving satisfaction from achievement and continuous improvement.</td>
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<td>* Creates performance tension; identifies gaps between current reality and expected business results; sets challenging goals and high performance standards for self and others; initiates action and moves others toward envisioned outcomes.</td>
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<td>* Persists to completion; corrals energy day-to-day to maintain momentum and a sense of urgency toward desired results; continually focuses others on performance gaps; works relentlessly to overcome obstacles; is dissatisfied until results have been achieved.</td>
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<td>Contributing to Team Success: Actively participating as a member of the ICT service towards achieving team and business goals by supporting &amp; involving others, sharing information and demonstrating commitment.</td>
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<td>* Facilitates goal accomplishment; makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to help the team accomplish its goals.</td>
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<td>* Involves others; listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.</td>
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<td></td>
<td>* Informs others on team; shares important or relevant information with the team.</td>
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<td>* Models commitment; adheres to the team's expectations and guidelines; fulfils team responsibilities; demonstrates personal commitment to the team.</td>
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<td>Facilitating Change: Encouraging others and facilitating the identification, implementation and acceptance of different and innovative approaches to address problems and opportunities within the workplace.</td>
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<td>* Encourages boundary breaking; encourages associates to question established work processes or assumptions; challenges associates to ask “why” until underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.</td>
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<td></td>
<td>* Values sound approaches; consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.</td>
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<td></td>
<td>* Recognises change; recognises and rewards associates who make useful changes.</td>
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<td></td>
<td>* Addresses change resistance; helps individuals overcome resistance to change; shows empathy with people who feel loss as a result of change.</td>
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<td></td>
<td>* Manages complexity and contradictions; tries to minimise complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and assists the process of change.</td>
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<tr>
<td>Technical/ Professional Knowledge &amp; Skills: Maintaining technical and professional knowledge or skills, and keeping up with current developments and trends within areas of expertise.</td>
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</tr>
<tr>
<td></td>
<td>* Understands technical terminology and developments.</td>
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<tr>
<td></td>
<td>* Knows how to apply a technical skill or procedure.</td>
</tr>
<tr>
<td></td>
<td>* Knows when to apply a technical skill or procedure.</td>
</tr>
<tr>
<td></td>
<td>* Performs complex tasks in area of expertise.</td>
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<td></td>
<td>* Relishes learning; shows inquisitiveness and eagerness to gain knowledge; scans the environment for formal and informal experiences that can provide new skills, behaviours, and/or knowledge; proactively makes time for these key experiences.</td>
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Appendix 3. ICT Structure to deliver Operating Model

A new ICT structure is to be established, centralising the Plan/Build function to ensure a holistic perspective of technology standards, and also the Service Delivery function to ensure consistent service management and business relationships are established. The Support function continues to be segmented into the core technology streams to maintain the necessary capability of skills and knowledge to ensure the technologies are operated and maintained appropriately to deliver the most effective outcomes for the Council Services.

ICT Operating Structure

Some of the identified ICT services are currently not in place, but must be established to deliver the joint requirements of delivering technology solutions to support the Council’s transformation agenda, and providing an efficient and resilient ICT service that supports the Council’s Services.

- Enterprise Architecture
- ICT Programme Management
- ICT Service Delivery
- End User Computing services
Appendix 4. ICT Governance Framework

The governance and standards to be established will fall into the following framework, with an associated hierarchy of governing documents: Principles & Rules, Procedures, and Operating Protocols; all published on the Council Intranet. Where appropriate, Guidelines may also be published to help end-users understand and access the ICT services effectively, without being overwhelmed by the whole detailed procedure.

Planning and Governance

- **Strategy and business plan** - Maintaining a long-term vision (3-5 years) for ICT needed to support the business strategy, and producing an annual business plan to deliver specific objectives towards achieving the strategy.
- **Security and access controls** - Security and Access management policy, principles and rules, procedures and protocols that protect Council information and the ICT environment.
- **Service delivery standards and controls** - ICT Service Delivery policy, principles and rules, procedures and protocols that guides the delivery and management of ICT services.
- **Technology architecture and roadmaps** - ICT technology architecture and governance framework covering all technology areas (End User Computing, Infrastructure, Systems and Information).

Solution Delivery

- **Investment analysis and approval** - Framework for identifying, analysing, reviewing and approving new technology-based solutions based on technical and business criteria.
- **Programme and project management** - Prince2 or similar project and programme management methodology, supporting the delivery of multiple concurrent projects requiring access to shared ICT operational resources.
- **Software development** - Methodology for software development lifecycle. Work towards Lean/Agile software development methodology, and supporting a platform-based citizen development environment.
- **Transition to operations** - Critical framework and process to move new technologies into operational support and management environment.

Operations services

- **Capacity management** - Ensure that the capacity of ICT services and infrastructure are able to deliver the agreed service level targets in a cost effective and timely manner to meet short, medium and long term business requirements.
- **Information & access security management** - Information & Access Security Management aims to ensure the confidentiality, integrity and availability of an organisation's information, data and ICT services.
- **Service continuity & availability management** - Ensure appropriate plans and capabilities are in place to respond to major incidents that impact service availability. Ensure agreed service availability targets can be met under all circumstances.
• **Service performance reporting** - Monitor and report on service levels and performance targets.

• **Asset management** - Managing the businesses ICT hardware and software assets throughout their entire lifecycle.

• **Budgeting and accounting for services**  
  Budget and spend monitoring processes. Ensure unplanned costs are appropriately flagged and included in future budgets.

Control processes

• **Configuration management** - Processes to maintain the current "as-built" configuration of all ICT assets and services in a Configuration Management Database (CMDB). Dependencies and interrelations must be part of the CMDB.

• **Change management** - Processes to communicate and approve all changes to ICT assets and services.

• **Release & deployment management** - Processes to manage the testing and deployment of ICT services (particularly related to software development, system patching and end-user software updates).

Resolution processes

• **Incident management** - Processes to manage the reporting and resolution of incidents within the ICT service portfolio.

• **Service request management** - Processes to manage the receipt and delivery of requests for services within the ICT service portfolio.

• **Problem management** - Processes for resolving the underlying root-cause of problems related to actual or potential (major) incidents.

Relationship processes

• **Business relationship management** - Processes to engage, interact, communicate and service the various ICT customer base to ensure customer satisfaction and business value from ICT services.

• **Supplier management** - Processes to engage, interact, communicate and manage the various ICT suppliers and service providers to ensure ICT service targets are met, and the business receives best value from the suppliers.

• **Training and Guidance** - Processes to support the effective use of ICT services through the delivery of training and guidance information to end users.