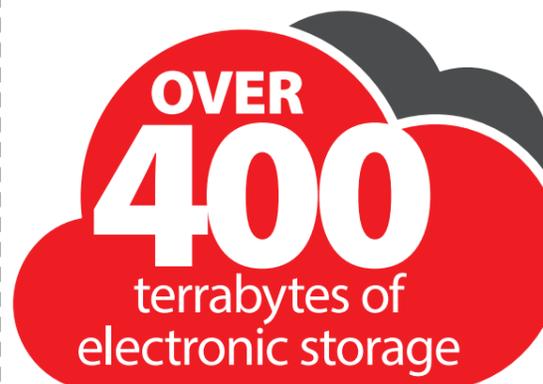# Information Technology Strategy

Achieving effective information management and IT solutions for staff, and will continue activities to digitise Council services, linking strongly with our delivery partners.

What is it?

Ensuring information and digital services are accessible, assured and affordable for all.

one and all ~ onen hag oll

CORNWALL COUNCIL

Context

220 network connected sites

8950 IT users

9500 Client Access Devices (PCs/Laptops)

1300 Business applications

OVER 400 terrabytes of electronic storage

an estimated...

860 Servers

12m paper records

What are the priorities?

Information is valued and available to the right people at the right time

Everyone can engage and transact with public services, in Cornwall and the Isles of Scilly, easily, in a digital environment

Delivering solutions and information to our staff and partners at the right time over the right infrastructure

Integrating Service Delivery within Cornwall Council and with its partners, through; Information, systems and infrastructure

Our Information Technology Strategy 2016

Providing a foundation for innovative, integrated public service delivery in Cornwall

That is; accessible, flexible, assured and affordable

By aligning; information, solutions and technology to business need.

Part of Cornwall Council's Organisational Development Framework

Approved by Full Council – 16 February 2016

Foreword – Richard Williams, Head of Governance and Information

This Strategy has been developed in conjunction with and on the basis of feedback from Members, senior management and staff from across the Council and its wholly owned companies. It identifies the top business challenges facing Cornwall Council and its family of companies and seeks to draw those challenges together into four broad strategic themes of usability, accessibility, flexibility and business intelligence. These are supported by the cross-cutting principles of 'affordability' and 'assurance'.

This strategy takes the opportunity to re-visit the value and the way we use and exploit information and information technology and to reflect that in the design of Information Services. Re-designing a service from the ground up and learning from our experiences will not be a simple or quick task. However we believe this strategy sets out a simple vision and a clear framework for the use and sharing of information and its supporting technology within which we can work to develop more detailed plans and activities. It will result in a service and an approach to information and information technology which is driven by business need, is accessible for all, flexes with changing demands and is appropriately secure and benchmarked to ensure value.

Integral to meeting Council demand is the recognition that there must be sufficient governance, control and prioritisation to ensure that Service needs are being met in a way that aligns to the overall Council Strategy and Business Plan. The aspects of demand, control and supply are shown in Appendix 1. The order in which activities are implemented will be worked out subsequently, in more detailed planning activities. This strategy will be updated or revised as appropriate to ensure it is kept relevant.

By agreeing this strategy, the Council has developed a business-focused framework for defining, planning and communicating the IT services required to deliver to the business not just operational improvements, but also strategic business value.

Cornwall Council's Organisational Development Framework

The Information Technology Strategy is one of ten strategies which sit beneath Cornwall Council's Organisational Development (OD) Strategic Framework.

Each strategy focusses on a different aspect of the organisation and will contribute to the overall ambition of the OD Strategic Framework:

Cornwall Council; fit for purpose and prepared for the future

The Information Technology Strategy will also contribute to the achievement of the four strategic aims of the OD framework:
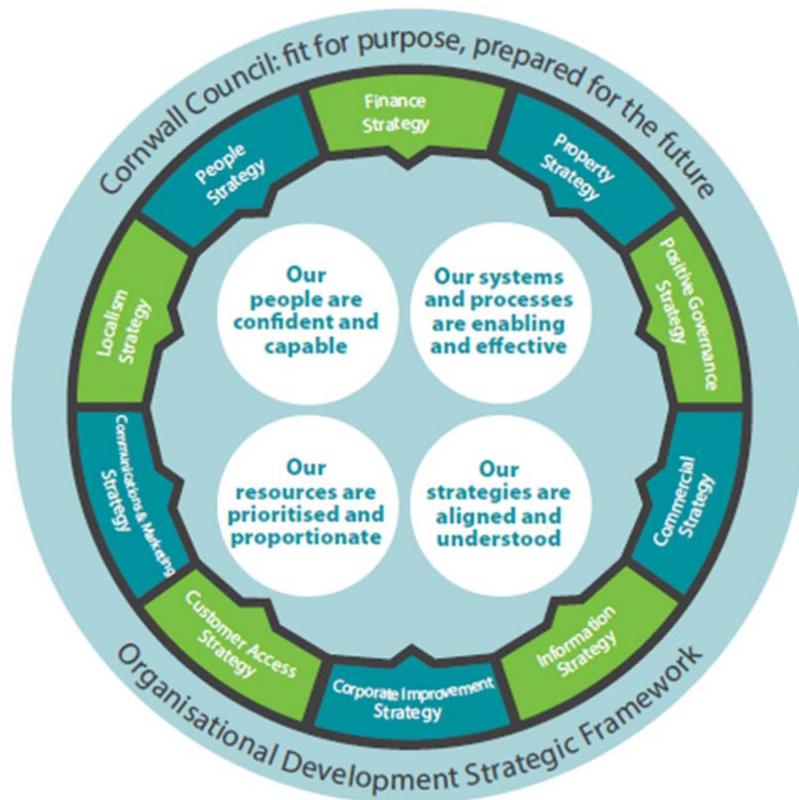
The actions identified in the ten strategies will be incorporated into the Council's annual business and service plans for delivery. These are subject to the Council's standard risk and performance management processes.

The Organisational Development Steering Group will monitor delivery of the overall framework and progress towards the four strategic aims.

Context

Cornwall Council has a large and complex IT estate composed of over 9500 PCs/Laptops, 860 Servers, 1300 business applications and serving over 220 network connected sites.

Over the last 7 years, investment has been focussed on integrating and upgrading the infrastructures inherited from the District and County Councils as part of unitary merger in 2009, elements of the work are still outstanding however it has prepared a foundation to enable a shift to a digital organisation. During this time much less focus has been given to the delivery of modern services and delivering the change required by end users. Instead a large amount of effort has been spent on resolving everyday problems with many siloed, area specific projects and investments. At the end of 2015, there were over 170 IT projects in 'flight', many of which focused on fixing existing problems or upgrading software or hardware that had become unsupported.

Feedback from users at conferences and engagement sessions has shown that end users of IT services feel that IT is not acting as a strategic enabler, it is not supporting individual, service or Council objectives, it lacks an overarching strategic approach and many of the basic tools such as Enterprise Resource Planning (ERP) reporting are broken.

With widespread usage of the internet and mobile technologies, customers, both internal and external, have come to expect to interact and communicate in a way and at a time that suits them. The trend in 'digital' is requiring more and more to be done online and requires an agile infrastructure and an holistic approach to development where appropriate change can be implemented in weeks, not months. Services must be enabled to deliver digitally under the principle of "digital by preference" and "access for all."

The Cornwall Deal is delivering a more 'joined-up' Public Sector, especially in the area of Health and Social Care. This requires new approaches and agreements to share information and flexibility in design that enables staff to access both Health and Council systems from any location.

The demand for better information to support decision making, contribute to strategic needs assessment, develop commissioning intentions and report performance effectively has become paramount. The Council is data rich but information and intelligence poor which is not sustainable.

This Information Technology strategy has been put together to underpin the vision and direction of Cornwall Council over the next 5 years and sets out clear strategic themes which will provide a framework to guide and align activity, prioritise resources and investment and set out measures of success.
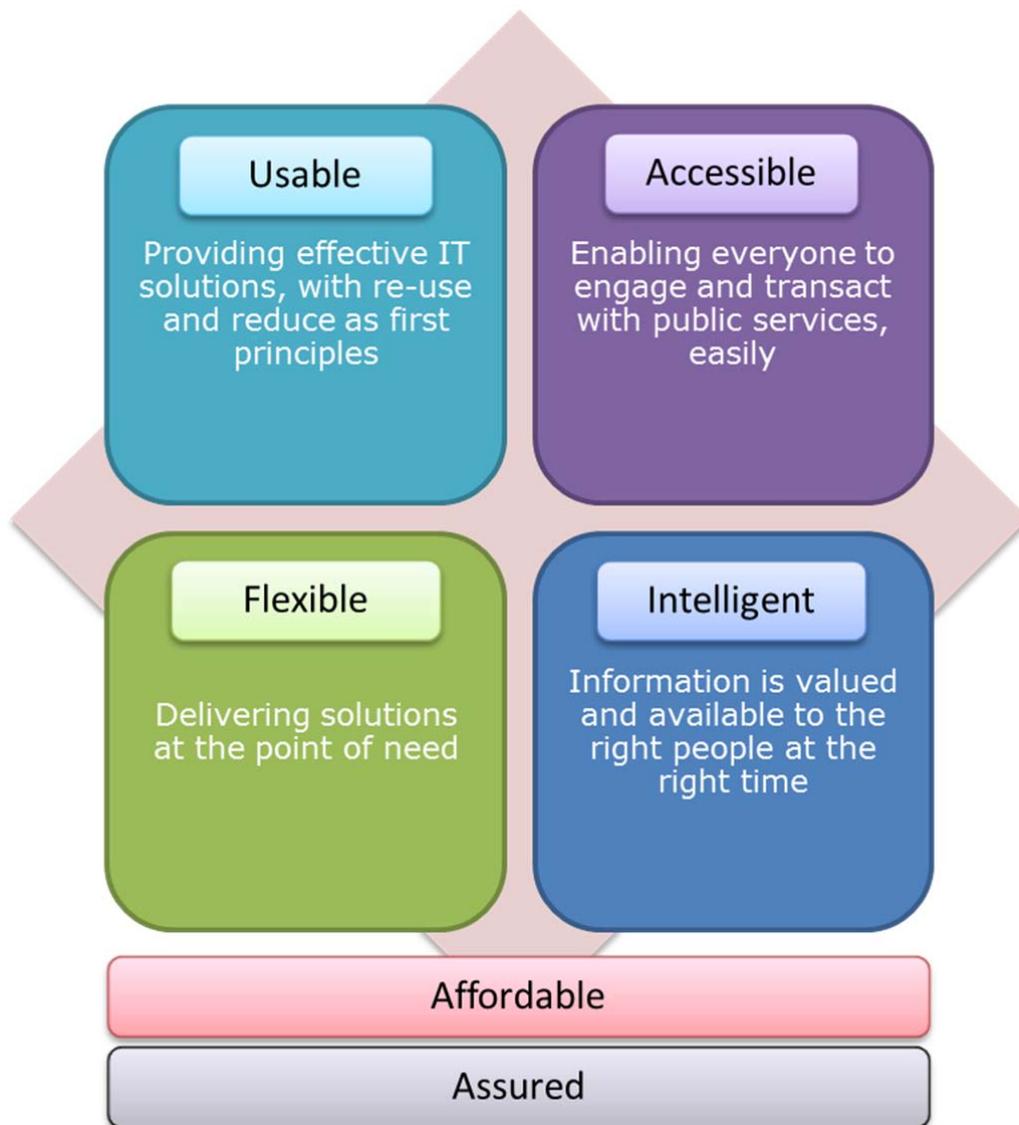
Our IT Strategy

Our vision is:

> *Providing a foundation for innovative, integrated public service delivery in Cornwall*
> *That is; Accessible, Flexible, Assured and Affordable*
> *By aligning; Information, Solutions and Technology to Business need*

This will be achieved and measured through the delivery of the following 4 strategic themes, underpinned by 2 cross-cutting principles

Usable
Providing effective IT solutions, with re-use and reduce as first principles

Accessible
Enabling everyone to engage and transact with public services, easily

Flexible
Delivering solutions at the point of need

Intelligent
Information is valued and available to the right people at the right time

Affordable

Assured

2 Cross-cutting Principles

Two foundational principles underpin each of the 4 strategic themes. They are:

Affordable	Providing value for money Information Technology

Affordability is a key principle that affects every area of our strategy and delivery plans. The cuts that all public services are facing against a backdrop of growth and evolving customer demand means we have to find new ways of working that meet the rises in demand with efficient, effective and innovative processes. Further challenges to budget processes are also coming from the shift of software and hardware providers to a 'service' based model which means that IT must operate with a much more flexible, operating budget rather than in the traditional 3 year cycle of capital expenditure and investment.

Information Services (IS) is committed to reviewing all its IT operating costs, and the investment gap that has developed over the last 4 years.
We will be:

- Implementing a redesign of the IS Service and assessing costs from a zero base
- Implementing governance that provides prioritisation and ensures value and clear benefits realisation for all projects.
- Enabling business areas to clearly see the cost of their IS services and how they can manage those costs

Our success will be measured by:

- Achieving savings targets
- Demonstrating a top 10% performance for value
- Implementing a governance structure that is owned and run by business areas.
- Influencing the consumption of IT services by business areas knowing and understand the costs of their IT.

Assured	Balancing security and functionality, accepting uncertainty while managing risk

Assurance is our second key principle. We will ensure that we protect what is important with proportionate levels of security. A single, high profile breach of an online service or internal IT system would result in significant damage to public confidence regarding the Council's ability to competently deliver digital services. Delivering such services and operating effectively in a rapidly evolving digital world is vital however and good assurance is therefore a fundamental part of this.

Security and Assurance must take a reasoned, balanced view and adopt a measured approach to protecting what is important, whilst enabling wider strategic objectives. We must always aspire to delivering technology solutions which primarily provide an excellent user experience whilst also ensuring proportionate levels of security to conduct our business legally, safely and with the trust of our partners and citizens.

We will be:

- Delivering intuitive, user-friendly and cohesive secure email and data sharing solutions. Making the right choice an easier choice for staff.
- Supporting compliance standards to enable the Council to meet legislative requirements. Readying solutions for the new EU General Data Protection Regulations (GDPR.)
- Establishing meaningful and agile risk management practice with residual risk communicated effectively without use of specialist terminology.
- Ensuring sound, relevant policies and improved staff awareness to good security practice across the organisation.
- Delivering quality digital and channel shift activites confidently and safely.
- Improving the Council's technical and cyber security incident management response processes and capabilities.
- Reviewing protective monitoring policy to ensure the right data events are being collected and advserse trends are proactively identified.
- Redefining strong, efficient assurance processes for all new systems and procurement exercises.

Our success will be measured by:

- Demonstrating a reduction in staff response to phish messages
- Delivering solutions and support for Payment Card Industry Data Security Standard (PCI-DSS) compliance
- Achieving ongoing Public Services Network (PSN) compliance
- Demonstrating improvements to incident response activity
- Providing high risk service areas with protective monitoring reports for their sensitive files
- Reducing email related data breaches

4 Cross-cutting Themes

Strategic Theme:

Providing effective IT solutions, with re-use and reduce as first principles

The rationale...

The complexity of support for and the growth of service-based applications and data sets has created siloed systems and poor alignment between individual, service and council objectives and the systems that deliver them. Projects have been undertaken in isolation focusing on individual business needs, rather than wider strategic organisational needs. If this trend continues, IT will become increasingly more divorced from effectively enabling the business to achieve its objectives.

Our evidence gathering has highlighted that ineffective IT systems and process impact on the morale and effectiveness of our people.

We will introduce a structured approach to analysing what a Service does and the systems and information that support it (Enterprise Architecture). This approach will reduce complexity and ensure IT systems, information and business capabilities are aligned for the future.

We will achieve our aim by...

1) Introducing an Enterprise Architecture approach to reduce duplication and ensure systems deliver the outcomes required

2) Establishing swift but robust corporate approvals processes which assess and prioritise need and benefit

3) Supporting organisational wide capability analysis as a basis for IT and business alignment.

4) Integrating the delivery of our IT Strategy with other strategies and working practices of the Council

5) Adhering to the Digital Principles and a Digital Procurement Strategy

6) Ensuring that old applications are decommissioned as part of software application replacement.

How will we know we've been successful...

- Reduced duplication of IT systems and data sets
- Improved Council-wide satisfaction in IT provision
- Demonstrated IT contribution to business outcomes
- Developed an enterprise view of data and applications
- Developed capability maps, showing '*what the business does*', which are understood and utilised within Service planning.
- Measured by value delivered rather than the cost incurred

Strategic Theme:

Enabling everyone to engage and transact with public services, easily

The rationale...

The rapid uptake of technology over the last few years which is easy to use, cheap, fun and portable is fuelling a drive for more services to be delivered via digital channels and in a way that allows users to manage their own data. At the same time, public services are experiencing cuts in funding and/or growth in demand.

IT will change how its services are delivered and supported ensuring systems are agile, flexible, scalable and accessible at any time. IT is critical to delivering the digital transformation and will adopt a digital by default approach.

We will achieve our aim by...

1) Supporting business areas with redesign, promoting ease of use, self-service, seamless and secure transactions

2) Joining up our approach with our Partners to make it easier for residents to access local public services

3) Supporting the rise in digital skills to help residents access and use digital services

4) Establishing joint digital leadership and plans that complement the NHS Digital Roadmaps

5) Implementing online secure forms, online payment and, where possible, digital end-to-end processes

6) Developing a data-centre strategy to support flexible, accessible services

How will we know we've been successful...

Success in this area will be measured by the success of the Customer Access Strategy.
- Increased end-to-end digital transactions
- Implemented a Council- wide Customer Relationship Management System.
- Increased ability for customers to self-serve
- Enabled more customers to pay on line for a wider variety of services
- Delivered savings made through a programme of 'Channel Shifting' customers to cheaper payment channels.
- Customers can easily access the local public services through integrated processes between the Council and its partners.

Strategic Theme:

Delivering solutions at the point of need

The rationale...

With 76% of adults now owning smartphones and 50% of adults using a tablet daily, mobile technology has become ever more embedded in our lives, providing new opportunities and challenges. Staff expect to access information from anywhere on any device. Changing work styles mean equipping officers with more flexible technology and enabling more services to be delivered at point of need (unconstrained by the office environment).

IT will develop systems and structure to ensure the right information can be accessed when needed, through an assured channel of their choosing. We will work with our partners in Health to deliver a joined up approach to 'Paper-free at the Point of Care' and promote and adopt the principles across all areas of service delivery

We will achieve our aim by...

1) Extending the range of devices available to offer more suitable mobile solutions whilst introducing controls which are appropriate and effective around mobile device management

2) Delivering a formalised approach to organising, managing and storing digital content and documents (Enterprise Content Management) to enable a true paperless 'digital' environment

3) Delivering a seamless, integrated data sharing solution between Health and the Council along with enhanced remote access

4) Extending the range of collaboration tools available, secure information sharing and providing more facilities for virtual meetings and video conferencing

5) Reviewing wireless connectivity across our sites to ensure reliable, fast access for staff and partners

How will we know we've been successful...

- Reduce the number of visits to offices for field staff
- Improved the efficiency and effectiveness of field staff by enabling access to all required information at the point of need
- Implemented an Enterprise Content Management system that enables a true digital record of all our customer interactions
- Delivered reliable wireless access to both Health and Council networks from any Council or Health location.
- Enabled closer working within the Council and with partners by increased take up of collaboration tools that deliver shared organisational benefits.

Strategic Theme:

Information is valued and available to the right people at the right time

The rationale…

Having accurate and relevant information available drawn from data, records, evidence and other sources has a crucial role to play in driving down costs, managing performance and delivering and commissioning high quality joined up services. We need information that we can trust as accurate, and the skills and expertise to make sense of it, to make sure that we fully understand the challenges we face and the potential impacts and benefits of our actions on the people and communities of Cornwall

IT will enable the transformation of our data into intelligence and recognise and protect it as a valued asset.

We will achieve our aim by…

1) Working towards data being stored once and used many times whilst ensuring it is managed and processed fairly, lawfully and securely

2) Enabling public sector partnership and information sharing through clear agreements

3)Transforming data into Intelligence through the delivery of a properly resourced corporate business intelligence capability

4) Ensuring our applications are designed to be open to allow easy data exchange and sharing

5) Extending much more widely, the use of our strategic GIS capability

6) Publishing data by default and with minimal input, ensuring that public data is available on demand

7) Ensuring accurate, timely and fit for purpose information is available from corporate systems such as ERP

8) Ensuring data from Business Systems is drawn together and linked to enable a complete customer journey and better analysis and reporting

How will we know we've been successful…

- Established master data sets that are recognised and re-used across the organisation
- Signed and implemented Information sharing agreements
- Implemented a Corporate business intelligence capability
- Delivered effective reporting tools, including ERP
- Enabled the wide use of GIS data
- The Council is an information led, intelligence driven and evidence based organisation

Summary

Our Information Technology Strategy aims to deliver a framework which is driven by business need, accessible for all, flexes with changing demands, appropriately secure and benchmarked to ensure value.

The strategy sets out clear strategic themes which will deliver systems that are aligned to delivering personal, service and council objectives, enable services to adopt a digital by default approach and end-to-end digital transactions. It will bring diverse sets of data together to provide information and intelliengence to inform better decision making and enable staff to access the information they need through assured channels of their choosing. It provides a framework to guide and align activity, prioritise resources and investment and set out measures of success

The strategy will be the foundation on which subsequent activities will be implemented. These will be worked out in more detailed planning activities. The implementation plans will deliver to the Council and its public sector partners, where appropriate, not just operational improvements, but real strategic outcomes for the residents of Cornwall

If you would like this information in another format please contact:

Cornwall Council
County Hall
Treyew Road
Truro TR1 3AY

Telephone: **0300 1234 100**

Email: **enquiries@cornwall.gov.uk**

www.cornwall.gov.uk

Appendix 1 – The aspects of Demand, Control and Supply.

Demand	Control	Supply
Demand *What the Council wants from IT*	**Control** *What guides and binds IT decision making*	**Supply** *What are the IT Services and how are they delivered*
Usable — Need staff to be able to record and access the right information (functionality) quickly (speed) so that systems fully support all processes, practices and commercial activities.	• IT Principles • Governance / Prioritisation Model • Speed of Delivery (Bi-Modal) • Budget • Service Design • Process Review	• Business / Enterprise Architecture • Application Rationalisation • Digital Procurement Strategy
Accessible — Need customers to be able to access the right information quickly and easily with systems that fully support all processes and practices. Digital by preference and access for all.		• Customer Relationship Management • Secure Forms • Payment Strategy
Flexible — Need to provide front line staff with the ability to access and update integrated information whilst in the field using appropriate devices to improve productivity and service effectiveness		• Enterprise Content Management • Mobile Working • Virtual Desktop • Lync / Skype • Shared Infrastructure
Intelligent — Need to join up records for individuals and businesses so that the 'journey' of a person or business can be tracked, managed, optimised and predicted.		• Business Intelligence / Big data
Affordable — Need to meets the business demand at a price which is benchmarked to ensure value		• Procurement Contract Review
Assured — Need to balance security and functionality, accepting uncertainty while managing risk.		• Business Continuity Management • Security • Data Centre Strategy

Information Technology Strategy – January 2016